

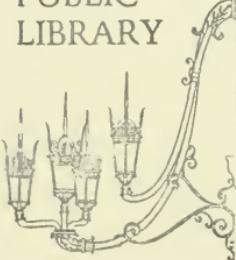
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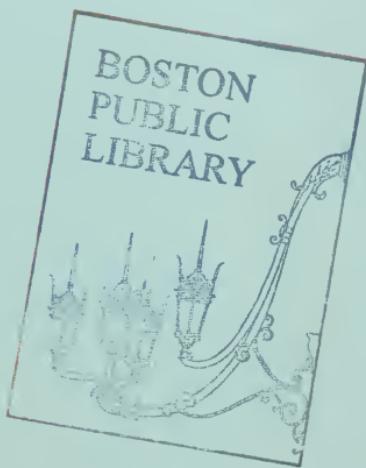






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Faneuil Hall Market, Boston, Massachusetts 02109 (617) 523-8678

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LETTER OF INTEREST

November 23, 1970

Mr. William E. Haynsworth  
Director of Nonresidential Development  
Boston Redevelopment Authority  
1 City Hall Square - Room 900  
Boston, Massachusetts 02201

Dear Mr. Haynsworth,

Re: Faneuil Hall Markets

We are interested in redeveloping Faneuil Hall Markets (North Market Building, South Market Building and Faneuil Hall Market Building).

Submitted herewith in accordance with the requirements for submission contained in the Redeveloper's Kit for the Faneuil Hall Markets Project, are:

1. Cashier's check or bid check No. 530221 issued by New England Merchants National Bank in the amount of \$5,000.
2. Description of the proposal.
3. Materials on architect's qualifications.
4. Schematic design proposal.
5. Information on legal and financial qualifications.
6. Proposed investment program.

The architect we have retained for the redevelopment is Samuel E. Mintz of PARD TEAM, Inc., 148 State Street, Boston.

We understand that the \$5,000 deposit is to be retained by you as a negotiation fee, but that it will be refunded to us (1) upon our written notice to you that we are no longer interested in Faneuil Hall Markets, at any time up until 10 days after such date as we are informed by you that the deposit is no longer refundable; or (2) at such time as the Authority has accepted a Letter of Intent by another developer for the same parcel.



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Mr. William E. Haynsworth

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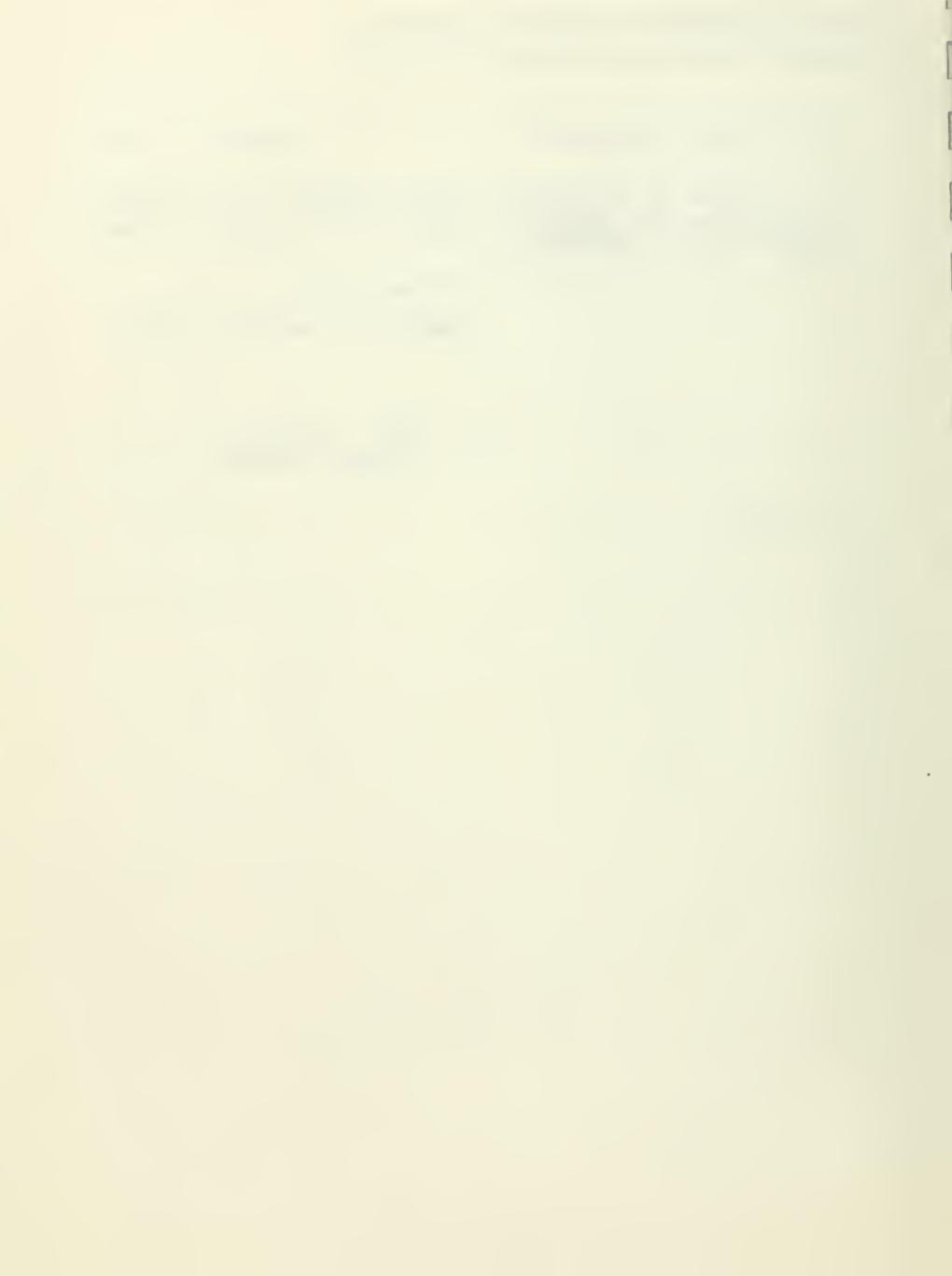
November 23, 1970

Interest on the deposit is our property. We understand, however, that the Authority is under no obligation to invest or reinvest this deposit.

Sincerely yours,

FANEUIL HALL MARKETS LANDMARK

By Roger S. Webb







Faneuil Hall Markets Landmark Corporation  
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- XII   Development Program of Your Father's Mustache Inc.
- XIII   Development Program of Boston Arts and Antiques Flea Market
- XIV   Letters of Commitment of Key Participants
- XV   Letters of Tenancy Commitments

Separately bound:

Design Proposal by PARD TEAM Inc.

Architect's Brochure by PARD TEAM Inc.

Leasing and Management Brochure by Codman Company Inc.







# Faneuil Hall Markets Landmark Corporation

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## SUMMARY OF THE ADVANTAGES OF OUR PROPOSAL

### Faneuil Hall Markets

#### (a) Fundamental Objectives of Project are Met

The Authority has set as its objectives for the Faneuil Hall Markets project two basic aims: the restoration of the exterior of the three buildings and the creation of an active linkage and connection with the Government Center. Our project will restore the buildings in accordance with their architectural and historic value promptly and completely under the direct supervision of people whose commitment to historic restoration is beyond question. Moreover, we and we alone can build the linkage between the Government Center and the waterfront which is a year-round climate controlled walkway by using the One Faneuil Hall Square or "Sanborn Building" as the connecting link between the subway station and office towers on upper State Street and the South Market Street Building which lead to Parcel A-6 and the waterfront area. This year-round climate controlled walkway cannot be duplicated by any other developer because we control, by a ninety-nine year lease, this vital link and are willing and able to construct the glass-enclosed bridge over Merchants Row.

#### (b) Creation of Unique Mixture of Tenants

One of the other fundamental strengths of our proposal lies in the quality of personnel assembled to orchestrate the Markets as a new type of district within the City of Boston, a district which finds its only American counterpart in Ghirardelli Square or Larimer Square. Through Joel Schiavone and Pamela Carson we have people with demonstrated experience and commitment who, as part of our development team, will be able to bring the excitement and uniqueness and quality of outdoor activity to the street areas of the Market District.

We have planned for this Market district rental levels for stores and related activities ranging from \$2 per square foot to \$12, a range of office and business spaces from \$2 to \$9 and a range of residential apartments which can vary from the most sophisticated and expensive to the less expensive loft studios of artists. Through this variety of rental levels and careful mixture of tenancy we can create and maintain a unique urban center for Boston.



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Along with these private activities will be their public counterpart, the day-care center, the Great Hall with its exhibit spaces, the market stalls and the pushcarts all providing the public-type uses complimenting the private.

## (c) Proven Record of Accomplishment

The basic development team has behind it the successful experience of restoration of the Old City Hall. In addition, Ambassador Roth, the founder and owner of Ghirardelli Square in San Francisco, and the Crawfords, founders and owners of Larimer Square in Denver give us the advantage of assistance from people who have carried similar uniquely developed urban centers through to successful revitalization. Moreover, our group is civically based, composed of historians, neighbors of the area and Bostonians whose concern with the quality of life in our City is a matter of extensive record.

The ability of this group to find financing - proven in the Old City Hall, is again unique. It is our belief that a purely private profit-minded approach to the Markets is doomed to failure. Only through a partnership of public and private activity can this project be carried out and can local savings banks and insurance companies be motivated to provide the mortgage funds required and can the necessary equity, that is in part civically motivated, be found.

## (d) Scheduling

Our group also has the unique ability to advance the use and occupation of the project quickly. The restaurant and entertainment center at the Harbor end of the North Market Building is ready to go immediately, for the buildings are empty and the restoration required minimal. We would expect to be in full operation by 1972 and through the resources of Your Father's Mustache Corporation, we have the personnel and funds available now to push that portion of the project into construction at once.

In addition, we believe we can accelerate the happening of the other segments of this project by 1-2 years so as to be in full operation by 1973, through our concept of financing the project in several pieces. Our record with the Old



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City Hall indicates that we can beat the schedules established by others in finding financing and undertaking construction.

Our long-term lease of the One Faneuil Hall Square Building or "Sanborn Building" gives us the opportunity to provide an immediate site for a cooling tower and does not leave us dependent upon other adjacent projects for solving the cooling needs of this project.

Our team has successfully completed Boston's Old City Hall, a project that was widely considered "impossible", and now we are available and willing to undertake the Market project immediately.







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## COMPOSITION OF THE DEVELOPMENT TEAM

### Faneuil Hall Markets

The development team selected by Faneuil Hall Markets Landmark Corporation spans the development spectrum. Many of the members of this development team participated in the successful restoration and reuse of Boston's Old City Hall. The new members recruited to cope with the unique nature of the Faneuil Hall Markets project will enable the development team to handle a complex financing program, a rental program of considerable magnitude and to bring to the area the new viability of carefully programmed activities and a mix of tenants that is essential to insure this project's success.

#### President

Roger S. Webb, President of Architectural Heritage, Inc. and of Old City Hall Landmark Corporation, whose offices have been in the Quincy Market Building since 1966, is an experienced preservationist and restorer who has proven his ability to return apparently uneconomical old buildings to new uses. Mr. Webb's previous record as the redeveloper of Boston's Old City Hall demonstrates his ability to involve a broad spectrum of civic and business leadership that guarantees the success of the most difficult projects.

#### Vice President

Walter M. Whitehill, author of Boston, Topographical History, is perhaps Boston's most active historian, who has demonstrated through a long and distinguished career his concern for his urban environment, and who has been particularly outspoken in his praise for the rebuilding of Boston while conserving its historical identity. His commitment to protect the historic aspects of the Markets is beyond question.

#### Treasurer

Mr. Robert M. Morgan, Chairman of the Boston Five Cents Savings Bank, has taken a very active role in a succession of financially and politically difficult projects such as the construction of Boston's new City Hall and the rehabilitation of Boston's Old City Hall. His ability to produce results under the most adverse conditions is truly remarkable.



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## Secretary

John F. Bok of Nessen & Csaplar, attorneys for Old City Hall Landmark Corporation, is seasoned in the development and financial fields. Mr. Bok has played a key role in the successful development of many Boston projects such as the Employers Union Group of Insurance Companies office tower. Mr. Bok's ability to untangle apparently unsolvable problems in the Old City Hall project demonstrates his unusual capability. He serves on the board of numerous civic organizations and his reputation as a deeply concerned Boston citizen is widely known.

## Real Estate Leasing Management

The Codman Company, a Boston real estate firm with roots in Boston's past and a deep understanding of the needs of Boston's future; developers of the Key- stone Building and of the State Street Bank Building. Mr. Jay Schochet, President of Codman Company, demonstrates his long standing interest in the Markets by his 1968 letter to the Boston Redevelopment Authority requesting an opportunity to participate in this important project.

## Architects

PARD TEAM, architects and planners, with offices overlooking the Markets and with deep experience in rehabilitation and Boston's waterfront area. Mr. Samuel E. Mintz has played a key role in the redevelopment of Boston's waterfront since he held the position of Director of the Waterfront Project under the Chamber of Commerce in 1961.

## Contractor

Mr. C. Vincent Vappi, President of Vappi & Company, Inc., one of Boston's major contractors, has assisted us in a review of construction cost. Vappi & Company now is pleased to join this civic group of concerned individuals to see this complex and difficult project through to a successful restoration.

## Financing

In addition to Mr. Robert M. Morgan, Chairman of the Board of the Boston Five Cents Savings Bank, Mr. Stephen H. Anthony, Senior Investment Officer of New England Mutual Life Insurance Company and Kenneth H. Myers, President of the Federal Home Loan Savings Bank of Boston bring to our team a diversity of experience in the field of finance.



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Mr. R. John Griefen, Senior Vice President of Cabot, Cabot & Forbes and Mr. David Thorndike of S.T.W. Corporation, a computer analyst and specialist in financial planning, bring to the team experienced business leaders who are thoroughly familiar with the complexities of real estate financing.

### Entertainment - Restaurants - Outdoor Markets - Programmed Activities

Joel Schiavone is President of Your Father's Moustache Corporation and a one-time Bostonian whose entertainment activities have taken him throughout the United States and Europe. Mr. Schiavone now operates restaurant and entertainment clubs through the country in all major, unique centers such as New Orleans, Denver, New York, and Europe. Mr. Schiavone is uniquely talented and experienced to orchestrate the entertainment and special activities that will be programmed for this area.

Pamela Carson, developer of a Sunday flea market in New York City, will bring a Sunday afternoon flea market to Boston on South Market Street. Miss Carson will assist in the programming of events and entertainment throughout the week.

Andrew C. Hyde, Director of the Institute of Contemporary Art, will collaborate indoor and outdoor exhibitions.

### Experienced And Successful Developers Of Other Areas

John and Dana Crawford, owners and founders of Larimer Square in Denver and Ambassador William Roth, founder/owner of Ghirardelli Square in San Francisco have followed with interest and even equity commitment the Boston Old City Hall project, and have again taken an active role in the Markets project. These individuals are thoroughly familiar with the dynamics of such areas, both detrimental and beneficial. The experiences of St. Louis Gas Light District, Central City Colorado, and many other districts that failed in comparison to Ghirardelli and Larimer Square make these, the Crawfords and William Roth, invaluable members of our team.

In addition to the above members who will be and have been most active, a number of others have been helpful and have agreed to serve as advisors. A composite list is set forth on the next page:



Faneuil Hall Markets Landmark Corporation

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Vice President Walter M. Whitehill, President, Historic Boston Inc.

Treasurer Robert M. Morgan, Chairman, Boston Five Cents Savings Bank

Assistant Treasurer Richard H. Willis, New England Merchants National Bank

Secretary John F. Bok, Nessen & Csaplar

Advisors and/or Directors:

Stephen H. Anthony, Senior Investment Officer, New England Mutual Life Insurance Co.

James Biddle, President, National Trust for Historic Preservation, Washington, D.C.

Harriet Ropes Cabot, Curator, Bostonian Society

Dana & John W.R. Crawford, Founders/Owners, Larimer Square, Denver, Colorado

R. John Griefen, Senior Vice President, Cabot, Cabot & Forbes

Graham D. Gund, Architect/Developer, Old City Hall Landmark Corporation

Captain Carl A. Johnson, Executive Vice President, Strawberry Banke, Portsmouth, N.H.

Samuel E. Mintz, President, PARD TEAM, Inc.

Kenneth H. Myers, President, Federal Home Loan Bank of Boston

Gabriel F. Piemonte, President, Boston City Council

Stephen T. Riley, Director, Massachusetts Historical Society

Ambassador William M. Roth III, Founder/Owner, Ghiradelli Square, San Francisco

Joel Schiavone, President, Your Father's Mustache, New York

Jay R. Schochet, President, Codman Company Inc.

C. Vincent Vappi, President, Vappi & Company Inc.

Alexander J. Wall, President, Old Sturbridge Village, Sturbridge, Massachusetts

Albert B. Wolfe, Chairman, Cambridge Historical Commission







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DESCRIPTION OF PROPOSAL

Faneuil Hall Markets

I Our Approach to the Project

The central thrust of the Faneuil Hall Markets project as we conceive it is to return to intensive use an historic and vital piece of Boston's architecture and urban cityscape by (1) integrally linking the Government Center to the Markets and Waterfront, (2) restoring three important 1824 buildings, and (3) providing the fullest utilization of the area and its surroundings for weekend and evening activity.

Linkage - The Faneuil Hall Markets will serve the Government Center and the new State Street office towers in the role of year-round, all-weather linkage to the Waterfront. The Walk to the Sea along the South Market Street arcade and through the Sanborn bridge to the State Street towers and Government Center will become the all-season linkage, protected from the winter weather, drawing pedestrians through and into the Markets twelve months a year. The Waterfront Renewal Project undertaken with the aim of opening Boston's "Window on the World" will provide the path to that window through the Walk to the Sea along the South Market Street arcade.

Restoration - The unique quality of the City of Boston lies in its juxtaposition of old and new; of brick and granite with pre-cast concrete and glass; of hill with ocean; of residential neighborhood with commercial center. In this part of the City the twentieth century Government Center and Central Artery bracket a fine ensemble of eighteenth and early nineteenth century structures - Faneuil Hall, Faneuil Hall Markets and the Blackstone Block. It is our purpose to dramatize and underline this contrast, to provide a counterbalance to and foil for the new through a restoration of the old.



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Faneuil Hall Markets, conceived in the early nineteenth century as a new utilization of a then derelict portion of the City and in fact the first urban renewal project in the United States, now is to be renewed again in a way which will recall the historical epoch from which it sprang while providing modern utilization for its interior and exterior spaces. The visitor to this area of Boston will be able to glimpse the past in its grandeur, and be stirred again by the red Federal period Bulfinch brick of Faneuil Hall offset by the sombre gray granite grandeur of its Markets.

Full utilization - evening and weekend - In addition to restoration of the exterior of the buildings, the Faneuil Hall Markets project must bring to an area of the City presently overburdened by the 9:00 to 5:00 demands of commerce, a sense of the turbulence and vitality of modern urban life. Within the Markets will be created an environment to stimulate the visitor and occupant, visually, sensually and esthetically, with a carefully planned program of events to ensure maximum weekend and evening activity. The excitement of the Sunday afternoon Flea Market, the color and hurly-burly of the Friday and Saturday pushcart market, the weekend and evening happenings with the aroma of good food and drink will be present. This environment can be created only by mixing uses, by providing not only enticing restaurants, cafes, stores, studios and market stalls but also carefully programmed entertainment for every age, including even a day-care center. Life in all its color must be here and the variety of amenities carefully planned to utilize the area and its surroundings to the fullest.

## II - Areas

Analysis of the Faneuil Hall Markets project has led us to conclude that from a development point of view (although not from the point of view of its use which will be as a single entity) the area naturally breaks into



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four or five separable sub-areas. Each of these sub-areas raises different problems and presents different development opportunities, each requires a different financing approach and somewhat differential architectural and restoration treatment. The "trick" of successful development of Faneuil Hall Markets will depend upon our ability to utilize the separate advantages of each sub-area in financing and level of restoration, while having the project operate and be used as a single entity.

(a) South Market Building - One Faneuil Hall Square (Sanborn Building)

This area represents the same type of development problem our development team has already successfully conquered in the Old City Hall project; renewing old structures into first-class office and retail space. The key here is the quality of the interior renovations. These must be sufficient to enable The Codman Company to promise prospective office tenants space comparable in quality, air-conditioning and other amenities to the new towers, but with a charm and location which is unique.

The glass-enclosed year-round arcade, maintaining the essential character of the buildings from the exterior but permitting a very modern utilization of the ground floor spaces, provides a retail compliment to the office space below. These stores will benefit and service the pedestrians walking from business in the Government Center to the harbor and the Atlantic Avenue parking garages as well as the tourists and other passersby attracted by the overall appeal of the Markets. Commercial spaces will utilize the basements through circular stairs and other devices that permit the opening of the two floors into a single space.

The loft space at the top of the building makes interesting and unique residential apartments, artist studio and architectural-engineering office space. In addition, residents during weekends and evenings will provide a beneficial vitality and life to the overall project.

(b) Dock Square Portion of North Market Street (7 units)

The rehabilitation-restoration of the end units of North Market Buildings on Dock Square is the most difficult segment of the entire project. Their



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restoration will require the demolition or major reconstruction of five out of the seven buildings, since floor levels and exterior facades and roof levels do not match the original building types.

The unusual location facing City Hall and Faneuil Hall of this end of the building permits its utilization for unique corporate headquarters for one or two major prestige tenants that wish to renovate and deprecate their rental cost. They prefer to renovate their own interior space to fit their particular design and tax write-off needs. The overall floor area of this segment of North Market building is small enough, up to 50,000 gross square feet, so that a single tenant could handle this project. One such tenant has already been found.

## (c) Entertainment and Restaurant District (16 units of North Market building)

The east or harbor end of the North Market Street building including Durgin Park and the east end of Quincy Market lend themselves naturally to a minimum amount of rehabilitation. The exteriors of the existing structures are almost unaffected by subsequent modifications that have so destroyed the buildings on South Market Street and the Dock Square end of North Market Street. For these buildings we propose restaurant and entertainment use on the first two floors and basement areas with club, office, studio, gallery and residential use above. In each case the rehabilitation would be minimal with the tenants providing their own interior decor and furnishings, and providing their own financing.

## (d) Quincy Market Building

This public building should retain its traditional uses, and could remain in City ownership. It should be the locus for public or private ceremonial functions, exhibitions, and events as well as to continue to be the traditional home for market stalls and the retailing of food.

The rotunda area will become a Great Hall with impressive entrances and new stairways leading from each side of the entrance into the restored,



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reopened dome area. Charitable funds would be obtained for this restoration project which Architectural Heritage, Inc. would undertake to manage. This would be an appropriate place for public and private ceremonies and City banquets catered by an adjoining restaurant in the east wing of Quincy Market. The rotunda also will be the setting for rotating exhibits, events and the Sunday flea market. Events will be programmed into the Great Hall and its entrance area, by the Institute of Contemporary Art, Joel Schiavone, Pamela Carson and Faneuil Hall Landmark Corporation.

The harbor (east) end of this building will be used for a major (4-500) restaurant with its automobile entrance at the colonnaded portico at the Commercial Street end. Its main dining area will be on the second floor. Kitchens and cocktail lounge will be located on the first floor behind the entrance area and in the basement level.

In the end facing Faneuil and City Halls, the meat stalls and provision companies would be reinforced with new retailers offering the best in international food and provisions so that the traditional retail food use of the Faneuil Hall end of the building would be reinforced and strengthened. This area could be expanded toward the restaurant entrance on Commercial Street should demand require.

On the second floor nearest Faneuil Hall would be provided space for a day-care center, perhaps for the Kirsten Branch of the Boston Public Library and for offices relating to the exhibition space, for instance, an office for the Institute of Contemporary Art.

The basement and ground floor at the Faneuil Hall end would provide back-up facilities for the pushcart market, while at the other end of the Quincy Market the basements would be used for restaurant storage and the storage of equipment necessary to service the flea market, the pushcart market and the various events programmed for the area.

For the Quincy Market, we would be prepared to act in either one of two ways, at the City's option:

- 1.) Under a long-term lease as the developer of the building subject to requirements as to continued market stall use and other public use



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requirements, with Faneuil Hall Markets Landmark Corporation taking the responsibility for developing the necessary tenants and financing; or

2.) Utilizing Architectural Heritage, Inc. as the overall coordinator. Architectural Heritage would serve on the City's behalf and would take the responsibility for negotiations with appropriate City agencies and in attracting appropriate restaurants, food purveyors and day-care center operators. Any net profit from the operation would inure to the benefit of the City of Boston under this latter arrangement. Architectural Heritage would be willing to act in a similar fashion for the ground floor of Faneuil Hall.

## (e) Street Activity

Essentially the entire project area will be pedestrian in its nature, with only severely restricted truck access permitted for those in the Quincy Market who cannot be otherwise serviced. On South Market Street, a pole and canvas structure will be provided for pushcart and flea market use. In addition, a raised podium or platform for band, auctions, outdoor theatres and events will be available and public stalls will be provided for the sale of books, art objects, pottery and craft displays.

In the South Market Street area, adjacent to the restaurant and entertainment area, would be provided a puppet theatre, a story-teller bench and a folk-singer bench plus, during the winter season, a temporary skating or hockey area.

## (f) Adjacent Areas

We have included the garage adjacent to the Central Artery and the North Market Street building and the Sanborn fish building with its new addition immediately adjacent to Faneuil Hall because of the importance of these buildings in the overall success of the Faneuil Hall Markets project.

In our opinion, the 500 parking spaces in the garage are essential to the success of the entertainment and restaurant center in the Faneuil Hall Markets. In addition, the garage site offers a possible opportunity for mini-theatre use which would be supportive for the Faneuil Hall Markets



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project should such theatres not be developed in the Blackstone Block. We would be willing to seek financing for developing the garage should other developers (including a public developer) not come forward. Based on our initial studies, we are concerned about the financial feasibility of this garage and believe that it will be possible for a private developer only if closely tied into restaurant-theatre use.

One Faneuil Hall Square (Sanborn Building) is a key link in the success of the Walk to the Sea. In addition, it is a backdrop for Faneuil Hall itself and must be tastefully handled. We have negotiated and obtained a 99-year lease on the top five floors and roof area of this building and seek from the Authority the land owned by the Authority and presently occupied by the Margo's Restaurant building. Negotiations with Cabot, Cabot & Forbes, developers of the 60 State Street building, are presently under way with that firm enthusiastic about the possibility of tying in their new structure with the year-round all-weather enclosed arcade and the bridge across Merchants Row that will make the Walk to the Sea and the Market District easily accessible year-round.

### III - Development Strategy

Originally we considered carefully the proposal of phasing the development of Faneuil Hall Market over several years. Our subsequent analysis and breakdown of the project into four separable sub-areas makes it possible for us to undertake the entire project at once, and that is what we intend to do. While each of the sub-areas presents somewhat different development problems and, therefore somewhat different differential timing, we would expect to see the whole project underway in 1971 so that Faneuil Hall Markets can open as an entity in 1972 and 1973.







URBAN DESIGN GOALS AND CONCEPTS

In the pedestrian path from Beacon Hill to the sea, it is critically important to reinforce this connection with a clear, visual, directional pavement pattern that organically becomes part of the fabric of this great urban space. Along this connection one should pass through a sequence of distinctive, related spaces that open up as one travels this unique pedestrian path, being propelled towards the climax at the sea.

The intent in our design concept is for the buildings themselves to become the background, or, if you will, the stage setting, with the pavement acting as the stage on which the drama of people and life and activity in the Faneuil Hall Markets is played. We have kept these pavement surfaces simple, utilizing the existing granite block paving as the basic surface pattern, with the brick paving giving a directionality to certain important pedestrian movements flowing into and out of the area.

South Market Street is distinguished by two slightly raised podiums, or platforms, which subtly mark the entrance and exit from the South Market Street space. South Market Street, therefore, not only becomes a passageway to the sea, as important as this link is, but also becomes a space, with definition and character, like no other urban space in North America. The two podiums, while different in character, are the same heights as the stylobates at both ends of Quincy Market. The podiums are designed as simple brick planes with wide steps for people to sit comfortably on and enjoy the surrounding activity. The podium at the Faneuil Hall end of South Market Street is intended to act as a stage for the planned and spontaneous activities, speech making, entertainment, etc. The podium at the Harbor end of Quincy Market becomes a treed oasis, hiding part of the face of the Central Artery, while introducing a subtle closure element which reinforces the brick path to the sea. This treed podium would provide shaded and quiet respite for the public and an outdoor dining area for the restaurant. Here, again, the architectural intent being to provide in a simple way, at modest cost, architectural elements which contribute to and support our design premise that people and life and activity make the scene, and that architecturally designed precious benches and other street furniture are not an organic part of the gutsy character of the Faneuil Hall Markets.



In South Market Street and on the podium at the Faneuil Hall end of South Market Street is a structural connector system built into the pavement to permit the easy erection of prefabricated plastic pyramids which will provide temporary coverage for displays, entertainment, and other special events. For larger events needing cover, a Frei Otto type membrane structure would be erected.

Boston's climate, as we who live here know, has many months of bad weather and many months of cold weather. We, therefore, have created as an integral part of our walk to the sea, a year round enclosed climate conditioned pedestrian walk bridge and arcade that starts at the proposed Cabot, Cabot and Forbes Tower and the Government Center bridge over New Congress Street to the Sanborn Building, which we control, and crosses by bridge Merchants Row, connecting directly to a stair and escalator which decends to the ground floor of the reconstructed end of the South Market Building. It continues along a 500 foot South Market Building arcade to the Harbor end of the building where another stair and escalator connects underground to the proposed commercial parking parcel across Commercial Street and the Central Artery, and finally emerges at the sea. It might be possible for some of the development along and across Atlantic Avenue to also connect to this great climatized walking system.

At the three core points in the South Market Street Building exist cross passage ways which connect Chatham and State Streets with the arcade, and out through the arcade passing across the brick pavement markings to and through Quincy Market, across the paving markings on North Market Street, to and through the North Market Building, across Clinton Street to the parking garage. These cross linkages, plus the passage from State Street separating the proposed Cabot, Cabot and Forbes Tower from the 84 State Street Building, and crossing Dock Square to Union Street, the passing through Merchants Row across to and into the Blackstone Block, and the other passage ways from State Street, i.e. Butler Square and Butler Row, all are vital pedestrian connections to and through the Faneuil Hall Markets area.

North Market Street also becomes a pedestrian way except for restricted service hours. The Quincy Market Building with its three connecting passageways, permits activity links between North and South Market Streets. The center passage through Quincy Market now becomes a permanent public exhibition space and with a simple interior stair redesigning, the Great Hall of Quincy Market becomes exposed for public view and appreciation.



The general lighting in the Faneuil Hall Markets area is proposed as gas lighting in a contemporary clear glass bowl fixture on simple poles. In South Market, the gas lights are bracketed to the wall and continue down the full length of the arcade. We also plan festive lights for weekend nights and special occasions. It is intended that the dome of the Quincy Market Building will be specially lighted and become the focal point seen from the Central Artery and other points in Boston.

As can be seen from reading this statement of our Urban Design Concepts, it is our intention to always understate and simplify the architectural expression for pavements, street lighting, street furniture, etc., always focusing on the two prime purposes of this development: first, restoration; and, second, the infusion of active life, generating uses so that the Faneuil Hall Markets again resumes its position as one of the great urban spaces in North America.







# ARCHITECTURAL HERITAGE

FANEUIL HALL MARKET, BOSTON, MASSACHUSETTS 02109

OFFICERS  
 ROGER S. WEBB  
 President  
 RICHARD H. WILLIS  
 Treasurer  
 ROGER A. MOORE  
 Secretary



DIRECTORS  
 MRS. CHARLES F. HOVEY  
 BERTRAM K. LITTLE  
 HENRY A. MILLON  
 EDUARD F. SEKLER  
 WALTER M. WHITEHILL  
 ALBERT B. WOLFE

A NONPROFIT CORPORATION DEDICATED TO THE CONSERVATION OF OUR ENVIRONMENTAL ASSETS

November 23, 1970

Mr. William E. Haynsworth  
 Director of Nonresidential Development  
 Boston Redevelopment Authority  
 1 City Hall Square - Room 900  
 Boston, Massachusetts 02201

Dear Mr. Haynsworth:

Re: Faneuil Hall Markets

This letter will serve to supplement the renovation proposal of Faneuil Hall Markets Landmark Corporation being submitted to you today. We suggest and endorse that proposal, and in particular commit this corporation to undertake the following projects if and when we are so requested by the City of Boston:

1. To raise the private charitable funds needed to recreate the Great Hall in the Quincy Market Building, its entrances and related exhibition space.
2. To act at cost and without any element of profit or gain as the City of Boston's leasing and restoration agent in connection with the ground and basement floor levels of Faneuil Hall and the Faneuil Hall end of the Quincy Market Building, so as to insure the continuation of the meat and cheese stalls for as long as possible.

Very truly yours,

Architectural Heritage, Inc.

By Roger S. Webb  
 Roger S. Webb, President







REDEVELOPER'S STATEMENT FOR PUBLIC DISCLOSURE<sup>1</sup>

## A. REDEVELOPER AND LAND

1. a.. Name of Redeveloper: **Faneuil Hall Markets Landmark Corporation**
- b. Address and ZIP Code of Redeveloper: **Faneuil Hall Market, Boston, Mass. 02109**
- c. IRS Number of Redeveloper:

2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to, the purchase or lease of land from

**Boston Redevelopment Authority**

*(Name of Local Public Agency)*

in **Boston Waterfront/Faneuil Hall Urban Renewal Project Area**  
*(Name of Urban Renewal or Redevelopment Project Area)*

in the City of **Boston**, State of **Massachusetts**,  
is described as follows<sup>2</sup>

**South Market, North Market and Faneuil Hall Market  
Buildings and the surrounding area bounded by  
Clinton, Commercial, Chatham Streets and Merchants  
Row.**

3. If the Redeveloper is not an individual doing business under his own name, the Redeveloper has the status indicated below and is organized or operating under the laws of **Massachusetts**:

A corporation.

A nonprofit or charitable institution or corporation.

A partnership known as

A business association or a joint venture known as

A Federal, State, or local government or instrumentality thereof.

Other (*explain*)

4. If the Redeveloper is not an individual or a government agency or instrumentality, give date of organization: **November 1970**

5. Names, addresses, title of position (if any), and nature and extent of the interest of the officers and principal members, shareholders, and investors of the Redeveloper, other than a government agency or instrumentality, are set forth as follows:

<sup>1</sup>If space on this form is inadequate for any requested information, it should be furnished on an attached page which is referred to under the appropriate numbered item on the form.

<sup>2</sup>Any convenient means of identifying the land (such as block and lot numbers or street boundaries) is sufficient. A description by metes and bounds or other technical description is acceptable, but not required.



- a. If the Redeveloper is a corporation, the officers, directors or trustees, and each stockholder owning more than 10% of any class of stock<sup>1</sup>.
- b. If the Redeveloper is a nonprofit or charitable institution or corporation, the members who constitute the board of trustees or board of directors or similar governing body.
- c. If the Redeveloper is a partnership, each partner, whether a general or limited partner, and either the percent of interest or a description of the character and extent of interest.
- d. If the Redeveloper is a business association or a joint venture, each participant and either the percent of interest or a description of the character and extent of interest.
- e. If the Redeveloper is some other entity, the officers, the members of the governing body, and each person having an interest of more than 10%.

NAME, ADDRESS, AND ZIP CODE

<u>POSITION TITLE (if any) AND PERCENT OF INTEREST OR DESCRIPTION OF CHARACTER AND EXTENT OF INTEREST</u>
---

See attached list.

6. Name, address, and nature and extent of interest of each person or entity (*not named in response to Item 5*) who has a beneficial interest in any of the shareholders or investors named in response to Item 5 which gives such person or entity more than a computed 10% interest in the Redeveloper (*for example, more than 20% of the stock in a corporation which holds 50% of the stock of the Redeveloper; or more than 50% of the stock in a corporation which holds 20% of the stock of the Redeveloper*):

NAME, ADDRESS, AND ZIP CODEDESCRIPTION OF CHARACTER AND EXTENT OF INTEREST

**Inapplicable. Architectural Heritage, Inc. is a charitable corporation and, as such, has no stockholders.**

7. Names (*if not given above*) of officers and directors or trustees of any corporation or firm listed under Item 5 or Item 6 above:

**See attached list of officers and directors of Architectural Heritage, Inc.**

#### B. RESIDENTIAL REDEVELOPMENT OR REHABILITATION

(The Redeveloper is to furnish the following information, but *only* if land is to be redeveloped or rehabilitated in whole or in part for *residential purposes*.)

<sup>1</sup> If a corporation is required to file periodic reports with the Federal Securities and Exchange Commission under Section 13 of the Securities Exchange Act of 1934, so state under this Item 5. In such case, the information referred to in this Item 5 and in Items 6 and 7 is not required to be furnished.



LIST OF OFFICERS AND STOCKHOLDERS

Roger S. Webb 45 Hay Road Belmont, Massachusetts 02178	President, Director
Walter M. Whitehill 10½ Beacon Street Boston, Massachusetts 02108	Vice President, Director
Robert M. Morgan 44 School Street Boston, Massachusetts	Treasurer, Director
Richard H. Willis 513 Boylston Street Boston, Massachusetts	Assistant Treasurer, Director
John F. Bok 84 State Street Boston, Massachusetts 02109	Secretary, Director
R. John Griefen 28 State Street Boston, Massachusetts 02109	Director
Kenneth H. Meyers 1 Union Street Boston, Massachusetts 02106	Director
Joel Schiavone 125 7th Avenue-South New York, New York 10014	Director
Jay R. Schochet 40 Charles Street Boston, Massachusetts 02114	Director
<u>Stockholder</u>	
Architectural Heritage, Inc. Faneuil Hall Market Boston, Massachusetts 02109	100% Stockholder



ARCHITECTURAL HERITAGE, INC.

List of Officers and Directors

Roger S. Webb	President and Director
Richard H. Willis	Treasurer and Director
Roger A. Moore	Secretary and Director
Mrs. Charles F. Hovey	Director
Bertram K. Little	Director
Henry A. Millon	Director
Eduard F. Sekler	Director
Walter M. Whitehill	Director
Albert B. Wolfe	Director



1. State the Redeveloper's estimates, exclusive of payment for the land, for:

- a. Total cost of any residential redevelopment..... \$ ---
- b. Cost per dwelling unit of any residential redevelopment..... \$ ---
- c. Total cost of any residential rehabilitation..... \$ \$550,000
- d. Cost per dwelling unit of any residential rehabilitation..... \$ \$ 25,000

2. a. State the Redeveloper's estimate of the average monthly rental (*if to be rented*) or average sale price (*if to be sold*) for each type and size of dwelling unit involved in such redevelopment or rehabilitation:

TYPE AND SIZE OF DWELLING UNIT	ESTIMATED AVERAGE MONTHLY RENTAL	ESTIMATED AVERAGE SALE PRICE
	\$ 325	\$ ---

22 units  
of about 1,400 sq.ft.  
1 bedroom

b. State the utilities and parking facilities, if any, included in the foregoing estimates of rentals;  
**heat, air-conditioning, water, stove, refrigerator, blinds.**

c. State equipment, such as refrigerators, washing machines, air conditioners, if any, included in the foregoing estimates of sales prices:

#### CERTIFICATION

Roger S. Webb

I (We)<sup>1</sup> \_\_\_\_\_  
certify that this Redeveloper's Statement for Public Disclosure is true and correct to the best of my ~~XXX~~ knowledge  
and belief.<sup>2</sup>

Dated: \_\_\_\_\_

Dated: November 23, 1970

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Address and ZIP Code

\_\_\_\_\_  
Signature

\_\_\_\_\_  
President

\_\_\_\_\_  
Title

Faneuil Hall Markets, Boston, Mass.

\_\_\_\_\_  
Address and ZIP Code

02109

<sup>1</sup> If the Redeveloper is an individual, this statement should be signed by such individual; if a partnership, by one of the partners; if a corporation or other entity, by one of its chief officers having knowledge of the facts required by this statement.

<sup>2</sup> Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department of the United States.



## REDEVELOPER'S STATEMENT OF QUALIFICATIONS AND FINANCIAL RESPONSIBILITY

(For Confidential Official Use of the Local Public Agency and the Department of Housing and Urban Development. Do Not Transmit to HUD Unless Requested or Item 8b is Answered "Yes.")

1. a. Name of Redeveloper: **Faneuil Hall Markets Landmark Corporation**
- b. Address and ZIP Code of Redeveloper: **Faneuil Hall Market, Boston, Mass. 02109**  
**IRS No.:**
2. The land on which the Redeveloper proposes to enter into a contract for, or understanding with respect to, the purchase or lease of land from

Boston Redevelopment Authority

*(Name of Local Public Agency)*

in Boston Waterfront/Faneuil Hall Urban Renewal Project Area  
*(Name of Urban Renewal or Redevelopment Project Area)*

in the City of Boston, State of Massachusetts,  
is described as follows:

**South Market, North Market and Faneuil Hall Market Buildings  
and the surrounding area bounded by Clinton, Commercial,  
Chatham and Merchants Row.**

3. Is the Redeveloper a subsidiary of or affiliated with any other corporation or corporations or any other firm or firms?  YES  NO  
If Yes, list each such corporation or firm by name and address, specify its relationship to the Redeveloper, and identify the officers and directors or trustees common to the Redeveloper and such other corporation or firm.

**Architectural Heritage, Inc.**

**Faneuil Hall Market, Boston, Mass. 02109**

**Roger S. Webb - President, Director.**

**Walter M. Whitehill - Vice President, Director**

4. a. The financial condition of the Redeveloper, as of September 30, 1970, is as reflected in the attached financial statement.

(NOTE: Attach to this statement a certified financial statement showing the assets and the liabilities, including contingent liabilities, fully itemized in accordance with accepted accounting standards and based on a proper audit. If the date of the certified financial statement precedes the date of this submission by more than six months, also attach an interim balance sheet not more than 60 days old.)

- b. Name and address of auditor or public accountant who performed the audit on which said financial statement is based: **Ernst & Ernst**  
**225 Franklin Street, Boston, Mass.**

5. If funds for the development of the land are to be obtained from sources other than the Redeveloper's own funds, a statement of the Redeveloper's plan for financing the acquisition and development of the land:

**Funds are to be obtained from equity investors set forth on the attached sheet in an aggregate amount of \$3,000,000 and from three separate mortgages on the South Market Street Building of \$4,800,000 North Market Street Building of \$1,500,000 and the "Quincy" Building of \$700,000.**



## STATEMENT OF CONDITION

ARCHITECTURAL HERITAGE, INC.

ASSETS		SEPTEMBER 30, 1970	1969
CURRENT ASSETS			
Cash		\$ 13.38	\$ 602.94
Accounts receivable, less allowance of \$500.00 in 1970 for doubtful accounts		<u>4,493.87</u>	<u>16,970.03</u>
	TOTAL CURRENT ASSETS	4,507.25	17,572.97
EQUITY IN UNREMITTED INCOME EARNED BY JOINT VENTURE - Note B		3,489.16	4,461.39
INVESTMENT (\$10.00 - 1970) AND ACCOUNT RECEIVABLE FROM SUBSIDIARY - Note C		88,781.82	48,752.96
DOCUMENTARY FILM, EQUIPMENT, AND IMPROVEMENTS TO LEASED OFFICES - on the basis of cost - Note D			
Documentary film		7,000.00	
Office equipment		3,536.04	2,093.94
Improvements to leased offices		<u>2,171.57</u>	<u>2,171.57</u>
		12,707.61	4,265.51
Less allowance for depreciation and amortization		<u>5,590.01</u>	<u>2,613.58</u>
	TOTAL ASSETS	103,895.83	72,439.25
LIABILITIES AND RESTRICTED REVENUES HELD FOR FUTURE EXPENDITURES			
CURRENT LIABILITIES			
Accounts payable		1,825.00	350.62
Compensation and amounts withheld therefrom		<u>550.77</u>	<u>1,841.86</u>
	TOTAL LIABILITIES	2,375.77	2,192.48
RESTRICTED REVENUES HELD FOR FUTURE EXPENDITURES - Note E		<u>953.65</u>	<u>217.10</u>
	TOTAL LIABILITIES AND RESTRICTED REVENUES HELD FOR FUTURE EXPENDITURES	3,329.42	2,409.58
	NET ASSETS	\$100,566.41	\$70,029.67
		=====	=====



## ARCHITECTURAL HERITAGE, INC.

## STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS

YEAR ENDED SEPTEMBER 30,  
1970 1969

## REVENUES

Gross revenues:		
From subsidiary - Note C	\$110,018.86	\$ 48,752.96
Other	<u>53,211.28</u>	<u>66,764.22</u>
Income from joint venture	163,230.14	115,517.18
Interest	1,027.77	4,461.39
	<u>164,257.91</u>	<u>120,420.36</u>
 COSTS AND EXPENSES		
Cost of services rendered	121,072.30	75,278.52
General and administrative expenses	20,194.79	21,892.81
Interest	<u>204.52</u>	<u>327.05</u>
	<u>141,471.61</u>	<u>97,498.38</u>
 EXCESS OF REVENUES OVER COSTS AND EXPENSES		
Contributions received	22,786.30	22,921.98
	<u>7,750.44</u>	<u>51,970.23</u>
 EXCESS OF REVENUES AND CONTRIBUTIONS OVER COSTS AND EXPENSES		
Net assets at beginning of year	30,536.74	74,892.21
	<u>70,029.67</u>	<u>( 4,862.54)</u>
 NET ASSETS AT END OF YEAR		
	\$100,566.41	\$ 70,029.67
	<u>=====</u>	<u>=====</u>

STATEMENT OF CHANGES IN RESTRICTED REVENUES RECEIVED  
AND EXPENDED AND HELD FOR FUTURE EXPENDITURES

YEAR ENDED SEPTEMBER 30,		
1970	1969	
Restricted revenues held for future expenditure at beginning of year	\$ 217.10	\$ 1,359.98
Revenues received - Note E	<u>2,729.25</u>	<u>      </u>
Expenditures	2,946.35	1,359.98
	<u>1,992.70</u>	<u>1,142.88</u>
 RESTRICTED REVENUES HELD FOR FUTURE EXPENDITURES AT END OF YEAR		
	\$ 953.65	\$ 217.10
	<u>=====</u>	<u>=====</u>



## NOTES TO FINANCIAL STATEMENTS

## ARCHITECTURAL HERITAGE, INC.

September 30, 1970

## NOTE A - ORGANIZATION

Architectural Heritage, Inc. is incorporated as a nonprofit charitable organization under the laws of the Commonwealth of Massachusetts and is exempted from the payment of federal income taxes by the Internal Revenue Service.

## NOTE B - JOINT VENTURE

The organization is a participant (40%) in a long-term contract undertaken as a joint venture. The venture records profits on the percentage of completion method (Note F). A summary of the audited financial information of the joint venture as of September 30, 1970 is as follows:

Current assets	\$26,079.34
Current liabilities	<u>17,356.45</u>
	NET ASSETS
	\$ 8,722.89
	=====
Equity of Architectural Heritage, Inc. in net assets and participation in unremitted earnings for the year ended September 30, 1970	\$ 3,489.16
	=====

NOTE C - INVESTMENT IN AND ACCOUNT RECEIVABLE  
FROM SUBSIDIARY

During the year the organization formed a subsidiary, Old City Hall Landmark Corporation, to restore and sublet space in the City of Boston's old city hall which the subsidiary has rented from the City of Boston under a ninety-nine year lease. Renovation of the building, scheduled to be completed in 1971, has been undertaken by the subsidiary. Architectural Heritage, Inc. has assisted in the restoration of Old City Hall and has charged its subsidiary the amounts of \$110,018.86 in 1970 and \$48,752.96 in 1969 (including interorganization gains of \$22,073.92 and \$12,742.14, respectively). At September 30, 1970, the subsidiary was indebted to the organization in the amount of \$88,771.82. Recovery of this amount is dependent upon the subsidiary's ability to sublet Old City Hall, and to engage in successful operations.

At September 30, 1970, the organization's investment in and account receivable from subsidiary was represented by the following net assets of the subsidiary:



## NOTES TO FINANCIAL STATEMENTS - CONTINUED

## ARCHITECTURAL HERITAGE, INC.

September 30, 1970

Cash	\$ 4,413.76
Building improvements	402,035.55
Prepaid expenses	<u>21,659.54</u>
	TOTAL ASSETS
	428,108.85
Notes payable	\$125,000.00
Mortgage notes payable	<u>214,327.03</u>
	\$ 88,781.82
	<u>=====</u>

## NOTE D - DEPRECIATION AND AMORTIZATION

The organization provides for depreciation and amortization of documentary film equipment, and improvements to leased offices over their expected useful lives on a straight-line basis.

## NOTE E - RESTRICTED REVENUES

Revenues received for restricted purposes are recorded when received; the unexpended revenues are set aside for future expenditures.

## NOTE F - BASIS FOR RECORDING INCOME

When the results of long-term contracts may be estimated with reasonable accuracy, the organization accrues income thereon using the percentage-of-completion method. That portion of the total contract price which is allocable to contract-expenditures incurred is reflected as revenue on the basis of an estimate of the percentage of completion.



## 6. Sources and amount of cash available to Redeveloper to meet equity requirements of the proposed undertaking:

## a. In banks:

See attached list of investors.

NAME, ADDRESS, AND ZIP CODE OF BANKAMOUNT  
\$

## b. By loans from affiliated or associated corporations or firms:

NAME, ADDRESS, AND ZIP CODE OF SOURCEAMOUNT  
\$

## c. By sale of readily salable assets:

DESCRIPTIONMARKET VALUE  
\$MORTGAGES OR LIENS  
\$

## 7. Names and addresses of bank references:

**Frank S. Christian, Senior Vice President, New England Merchants National Bank, 28 State Street, Boston, Mass. 02109**

8. a. Has the Redeveloper or (*if any*) the parent corporation, or any subsidiary or affiliated corporation of the Redeveloper or said parent corporation, or any of the Redeveloper's officers or principal members, shareholders or investors, or other interested parties (as listed in the responses to Items 5,6, and 7 of the *Redeveloper's Statement for Public Disclosure* and referred to herein as "principals of the Redeveloper") been adjudged bankrupt, either voluntary or involuntary, within the past 10 years?  YES  NO

If Yes, give date, place, and under what name.

b. Has the Redeveloper or anyone referred to above as "principals of the Redeveloper" been indicted for or convicted of any felony within the past 10 years?  YES  NO

If Yes, give for each case (1) date, (2) charge, (3) place, (4) Court, and (5) action taken. Attach any explanation deemed necessary.

9. a. Undertakings, comparable to the proposed redevelopment work, which have been completed by the Redeveloper or any of the principals of the Redeveloper, including identification and brief description of each project and date of completion:

**Old City Hall Landmark Corporation, a wholly-owned subsidiary of Architectural Heritage, Inc. renovated Boston's Old City Hall.**



SOURCES AND AMOUNT OF CASH AVAILABLE TO REDEVELOPER TO MEET EQUITY REQUIREMENTS  
OF THE PROPOSED UNDERTAKING

LIST OF INVESTORS

CORPORATE INVESTORS:

Architectural Heritage, Inc. and/or Graham Gund Co-Developers of Boston's Old City Hall	\$600,000	(20%)
Codman Company and/or Jay Schochet Developers of the Keystone Building	600,000	(20%)
Your Father's Mustache and/or Joel Schiavone International chain of entertainment restaurants	600,000	(20%)

INDIVIDUAL INVESTORS:

The balance of the equity funds are pledged by prominent civic and business leaders from Boston, New York, Montreal and San Francisco. These individuals number among them experienced Real Estate investors such as Linzee Coolidge and Edward C. Johnson, 3rd, Executive Vice-President of Fidelity Funds from Boston, Thomas M. Graham from New York, Morris Saleh Shohet from Montreal, and William M. Roth, III from San Francisco. The individual equity investors are limited to a maximum participation of \$100,000 and a minimum of \$5,000 each.

Total	1,200,000	(40%)
	\$3,000,000	(100%)



b. If the Redeveloper or any of the principals of the Redeveloper has ever been an employee, in a supervisory capacity, for construction contractor or builder on undertakings comparable to the proposed redevelopment work, name of such employee, name and address of employer, title of position, and brief description of work:

**Roger S. Webb, President, R.A.R.E., Inc.  
One Story Street, Cambridge.  
1962-66 restoration and preservation contracting.**

10. Other federally aided urban renewal projects under Title I of the Housing Act of 1949, as amended, in which the Redeveloper or any of the principals of the Redeveloper is or has been the redeveloper, or a stockholder, officer, director or trustee, or partner of such a redeveloper:

**None**

11. If the Redeveloper or a parent corporation, a subsidiary, an affiliate, or a principal of the Redeveloper is to participate in the development of the land as a construction contractor or builder:

a. Name and address of such contractor or builder:

**Inapplicable**

b. Has such contractor or builder within the last 10 years ever failed to qualify as a responsible bidder, refused to enter into a contract after an award has been made, or failed to complete a construction or development contract?  YES  NO

If Yes, explain:

c. Total amount of construction or development work performed by such contractor or builder during the last three years: \$ \_\_\_\_\_.

General description of such work:

d. Construction contracts or developments now being performed by such contractor or builder:

<u>IDENTIFICATION OF CONTRACT OR DEVELOPMENT</u>	<u>LOCATION</u>	<u>AMOUNT</u>	<u>DATE TO BE COMPLETED</u>
		\$	



## e. Outstanding construction-contract bids of such contractor or builder:

AWARDING AGENCY

AMOUNT  
\$

DATE OPENED

12. Brief statement respecting equipment, experience, financial capacity, and other resources available to such contractor or builder for the performance of the work involved in the redevelopment of the land, specifying particularly the qualifications of the personnel, the nature of the equipment, and the general experience of the contractor:

13. a. Does any member of the governing body of the Local Public Agency to which the accompanying bid or proposal is being made or any officer or employee of the Local Public Agency who exercises any functions or responsibilities in connection with the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal?  YES  NO

If Yes, explain.

b. Does any member of the governing body of the locality in which the Urban Renewal Area is situated or any other public official of the locality, who exercises any functions or responsibilities in the review or approval of the carrying out of the project under which the land covered by the Redeveloper's proposal is being made available, have any direct or indirect personal interest in the Redeveloper or in the redevelopment or rehabilitation of the property upon the basis of such proposal?  YES  NO

If Yes, explain.

14. Statements and other evidence of the Redeveloper's qualifications and financial responsibility (other than the financial statement referred to in Item 4a) are attached hereto and hereby made a part hereof as follows:

## CERTIFICATION

I (We)<sup>1</sup> Roger S. Webb, President

certify that this Redeveloper's Statement of Qualifications and Financial Responsibility and the attached evidence of the Redeveloper's qualifications and financial responsibility, including financial statements, are true and correct to the best of my (our) knowledge and belief.<sup>2</sup>

Dated: \_\_\_\_\_

Dated: November 23, 1970

Signature

Roger S. Webb  
Signature

Title

President

Address and ZIP Code

Title  
Faneuil Hall Markets Landmark Corporation, Faneuil Hall Markets, Boston,Address and ZIP Code Mass. 02109

<sup>1</sup> If the Redeveloper is a corporation, this statement should be signed by the President and Secretary of the corporation; if an individual, by such individual; if a partnership, by one of the partners; if an entity not having a president and secretary, by one of its chief officers having knowledge of the financial status and qualifications of the Redeveloper.

<sup>2</sup> Penalty for False Certification: Section 1001, Title 18, of the U.S. Code, provides a fine of not more than \$10,000 or imprisonment of not more than five years, or both, for knowingly and willfully making or using any false writing or document, knowing the same to contain any false, fictitious or fraudulent statement or entry in a matter within the jurisdiction of any Department of the United States.







SOURCES AND AMOUNT OF CASH AVAILABLE TO REDEVELOPER TO MEET EQUITY REQUIREMENTS  
OF THE PROPOSED UNDERTAKING

LIST OF INVESTORS

CORPORATE INVESTORS:

Architectural Heritage, Inc. and/or Graham Gund Co-Developers of Boston's Old City Hall	\$600,000	(20%)
Codman Company and/or Jay Schochet Developers of the Keystone Building	600,000	(20%)
Your Father's Mustache and/or Joel Schiavone International chain of entertainment restaurants	600,000	(20%)

INDIVIDUAL INVESTORS:

The balance of the equity funds are pledged by prominent civic and business leaders from Boston, New York, Montreal and San Francisco. These individuals number among them experienced Real Estate investors such as Linzee Coolidge and Edward C. Johnson, 3rd, Executive Vice-President of Fidelity Funds from Boston, Thomas M. Graham from New York, Morris Saleh Shohet from Montreal, and William M. Roth, III from San Francisco. The individual equity investors are limited to a maximum participation of \$100,000 and a minimum of \$5,000 each.

Total	<u>1,200,000</u>	(40%)
	<u>\$3,000,000</u>	(100%)







# Faneuil Hall Markets Landmark Corporation

Faneuil Hall Market, Boston, Massachusetts 02109 (617) 523-8678

## FINANCIAL PLAN AND PROGRAM

### Faneuil Hall Markets

The key to the success of the Faneuil Hall Markets project lies in breaking the project into several separate financing packages which reflect accurately the varying types of tenants and level of interior renovation proposed.

Overall, the project involves roughly \$12,000,000 of construction and related items to be paid for by the lessee \*. The \$12,000,000 figure provides for a total interior renovation of the South Market Street Building, but for only the basic "shell" or interior work in the two parts of the North Market Street Building and the restaurant area of "Quincy" Market. An additional estimated \$1,500,000 will be spent inside the Dock Square portion of the North Market Street Building, an estimated \$1,325,000 in the entertainment and restaurant portion of that structure and an estimated \$500,000 in the "Quincy" Market Building restaurant. Also excluded from this figure are \$750,000 for One Faneuil Hall Square's restoration (although we are committed to proceed with that effort) and about \$2,000,000 for the 500 car garage structure (for which we are willing to seek financing should other developers not come forward) since these buildings are outside of the submission area.

\* This assumes that the "Quincy" Building is included within the lessee's financing responsibility and that the City does not elect the option which we have given it (and which we believe it should have) of financing that development itself and enjoying the rental proceeds itself by using Architectural Heritage as its rental and renovation agent at cost.



# Faneuil Hall Markets Landmark Corporation

Faneuil Hall Market, Boston, Massachusetts 02109 (617) 523-8678

The major mortgage and equity imput will be required for the South Market Street Building - a total of about \$7,000,000 from private sources broken down into a mortgage of approximately \$4,900,000 and an equity imput of \$2,100,000. Likely income here of about \$1,150,000 gross less expenses and taxes (@ 20%) of about \$500,000 will leave only \$650,000 available for financing - clearly insufficient in today's money market. Only if three things happen can this project be made to work:

1.) Mortgage funds representing about two-thirds of the total construction cost must be found from sources willing to lend at the lowest competitive rates and without a requirement for "equity kickers" which would weaken fatally our ability to attract needed equity capital. Our success at Old City Hall shows the road to success in the Markets. A group of Massachusetts savings banks, perhaps as many as fifteen in number, must be put together in a group and persuaded to make a \$4,900,000 loan. Only our team can create this kind of group and carry this task of persuasion through to success. We did the job for the \$2,000,000 mortgage given by six Boston savings banks for the Old City Hall project. We can do it again for the Market project.

2.) The HUD funds available for exterior restoration must be applied to the project. Not only here on South Market Street, but everywhere in the project, these funds already committed by the Federal Government for this nationally important project must be available to reduce total construction costs to financiable levels.

3.) Equity investors must be found and motivated to provide over \$2,000,000 for this portion of the Markets project (and about \$3,000,000 overall) at rates below competitive levels. As we successfully did with



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Old City Hall, again we found investors who, because of their personal desire to participate in an immensely important and exciting undertaking, stand ready to provide the needed capital.

With these three elements in place, a composite picture of the \$12,000,000 project looks like this:

<u>Building</u>	<u>Mortgage</u>	<u>Equity</u>	<u>Total</u>
South Market St.	\$4,900,000	\$2,100,000	\$7,000,000
North Market St.	1,700,000	600,000	2,300,000
Quincy Market	600,000	300,000	<u>900,000</u>
			\$10,200,000
	H.U.D. funds		1,700,000
	P.F.D. funds		<u>100,000</u>
	Total construction cost		\$12,000,000

A couple of comments on the financing of the North Market Street and Quincy Market Buildings are in order.

- a) We would expect to finance the Quincy Market improvements to the Great Hall and related exhibit spaces by a charitable fund drive to be mounted by Architectural Heritage, and to rely upon the credit of the major restaurant (which would be subleasing most of the harbor end of the building) in finding the needed \$800,000 of mortgage and equity funds.
- b) The Dock Square renovation project would likewise be financed on the basis of the strength of the corporate sub-lessees which would be undertaking the massive interior renovations required. Equity funds would come from the sublessees themselves in view of the opportunity this would give them to depreciate the new assets. One such investor/sub-lessee, Robert A. Weaver, Jr. & Associates, has already indicated a willingness to invest



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\$500,000 in his interior renovation and a desire to participate in this project. Mortgage funds from insurance company sources should be readily available, once the sub-leases are worked out.

c) The entertainment center will likewise be run on a sub-lease basis, with Joel Schiavone's corporation undertaking not only to select and supply suitable tenants, but also to have those tenants renovate the interiors to suit their own needs and motifs. As in the case of the corporate headquarters area, the sub-lessees such as Your Father's Mustache, will provide an equity imput into the overall project so as to enable us to undertake the exterior and structural renovation and restoration which must precede the sub-lessee's work.

None of these arrangements were easily conceived or arrived at. They represent careful analysis and use of every possible potential in the Markets. We know enough to know that glib assertions by some other developers that "funds are readily available" will not stand testing. Money is readily available only where costs are low, income high and aspirations for quality are mediocre. Here costs are high, and our aspirations and those of the Authority very great. Money can be found for the Markets in the necessary amounts only by a civically motivated, historically minded group of hard-headed and successful local bankers, developers, real estate men, and preservationists such as we have put together for Old City Hall.







# Faneuil Hall Markets Landmark Corporation

Faneuil Hall Market, Boston, Massachusetts 02109 (617) 523-8678

## FANEUIL HALL MARKETS - COST SUMMARY SHEET

### North, South and Quincy Market Buildings

#### COST:

##### Construction:

Exterior restoration	\$2,500,000	
Interior rehabilitation	5,520,000	
Sidewalks & streets & bridge	830,000	
Contractor's overhead & profit	1,250,000	
Total construction cost		\$10,100,000
Indirect cost: architect & engineering fees, financing, legal, organizational, real estate brokerage & insurance fees		1,900,000
		\$12,000,000

#### INCOME AND EXPENSES

	(basic rent)	(% lease)	
Quincy Market Building	\$161,000	\$67,500	
North Market Building	294,000	105,000	
South Market Building	1,146,000	52,500	
	1,601,000	225,000	
Less 5% vacancy	-80,000	-11,000	
	1,521,000	214,000	= \$1,735,000
Operating expenses:			
Power, heating, air conditioning, cleaning, repairs & insurance	\$285,000		
Management	75,000		
		360,000	
Rent in lieu of taxes @ 20% of gross income *		347,000	
			-707,000
Net income before financing			\$1,028,000
Capitalized value of net income before financing, @ 10% Capitalized			\$10,280,000
Present value of project: If B.R.A. and P.F.D. do not contribute the appropriated \$1,800,000 toward exterior restoration			(\$1,720,000)
Total cost to complete project			\$12,000,000
Less: Contribution by B.R.A. and P.F.D. toward restoration of exteriors			-1,800,000
Net cost to complete project			\$10,200,000
Capitalized value of net income before financing, @ 10% Capitalized			\$10,280,000
" " " " " @ 9.75% " "			\$10,500,000
Present value of project: If B.R.A. and P.F.D. do contribute the appropriated \$1,800,000 toward exterior restoration, @ 10% Cap. @ 9.75% Cap.			\$80,000 @ 30% of gross income. \$300,000

\* Note - in year 15, this will increase to 25% of gross income and upon retirement of mortgage, to 30% of gross income.



## Faneuil Hall Markets Landmark Corporation

Faneuil Hall Market, Boston, Massachusetts 02109 (617) 523-8678

## FANEUIL HALL MARKETS - COSTS SUMMARY SHEET - 2

North, South and Quincy Market BuildingsCOST:North Market Building

Exterior restoration (M.B.M. estimate)	\$1,000,000
Interior rehabilitation for shell leases -	
147,180 sq.ft. (Vappi & Co., Inc.)	1,100,000
Sidewalk and street	175,000
	<u>2,275,000</u>
Overhead and profit @ 14% contractor	320,000
Total construction	2,595,000
Indirect @ 19%	<u>495,000</u>
 Total cost	\$3,090,000
Less: B.R.A. restoration contribution	<u>-800,000</u>
 Net cost - North Market Building, sidewalk & street	\$2,290,000

South Market Building

Exterior restoration (M.B.M. estimate)	\$1,200,000
Interior rehabilitation -	
202,800 sq.ft. (Vappi & Co., Inc.)	4,045,000
Sidewalk and street and bridge	580,000
	<u>5,825,000</u>
Overhead and profit @ 14% contractor	820,000
Total construction	6,645,000
Indirect @ 19%	<u>1,245,000</u>
 Total cost	\$7,890,000
Less: B.R.A. restoration contribution	<u>-900,000</u>
 Net cost - South Market Building, sidewalk & street & bridge	6,990,000

Quincy Market Building

Exterior restoration	\$300,000
Interior rehabilitation	375,000
Sidewalk outdoor market equipment	75,000
	<u>750,000</u>
Overhead and profit @ 14% contractor	110,000
Total construction	860,000
Indirect @ 19%	<u>160,000</u>
 Total cost	\$1,020,000
Less: P.F.D. restoration contribution	<u>-100,000</u>
 Net cost - Quincy Market Building, sidewalk & outdoor market equipment	<u>\$920,000</u>
 Total net cost - North, South and Quincy Market Buildings	\$10,200,000







ITEM	1971-72		1972-73		1973-74	
	TOTAL OUTLAY	YEAR 1 \$	YEAR 2 \$	YEAR 3 \$	YEAR 4 \$	
Exterior Restoration						
N & S Market Assume \$1,700,000 BRA restoration funds**	\$500	\$250	\$250	---	---	
Market Assume \$100,000 PFD restoration funds	200	100	100	---	---	
Interior Restoration & Rehab						
N & S Market	5,145	1,245	2,900	\$1,000	125	
Market	375	125	125	125	125	
Sidewalks, streets & outdoor market equipment	580	355	100	100	---	
Enclosed pedestrian bridge	250	150	500	500	250	
Overhead & Profit @ 14% of total construction cost	1,250					
Subtotal Redeveloper's construction cost	8,300	2,725	4,075	1,500		
FEES						
Architect & Engineering	450	200	200	50	50	
Financing (18 months)	750	100	400	250	250	
Mortgage Placement	100	100	---	---	50	
Legal & Organizational	200	100	50	100	100	
Real Estate Brokerage	300	100	100	100	---	
Insurance	100	50	50	50	---	
Subtotal	1,900	650	800	450		
Grand Total* (by Redeveloper)	\$10,200	\$3,375	\$4,875	\$1,950		
RECAPITULATION:	Total investment outlay					
	Less: Construction Loan }					
	Less: Permanent Loan (%) }					
	equals: Equity Input					
** Assuming taxes and leasehold during construction and rent up period	* (equals average of per square foot for gross square feet)					



LOCATION	NET RENTABLE AREA (sq. ft.)	BASIC RENT PER SQ. FT. ASSUMED \$	TOTAL RENT (100% occupancy) \$
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## MARKET BUILDING

## West Wing

Basement	Retail food storage (present tenants)	9,000 sq. ft.	\$2
1st Floor	Retail food shops (present tenants)	6,000 sq. ft.	\$5
2nd Floor	Child Day Care Center	9,000 sq. ft.	\$3

## East Wing

Basement	Entertainment/restaurant storage	9,000 sq. ft.	\$2 (shell with % lease)
1st Floor	Entertainment/restaurant	9,000 sq. ft.	\$3 (shell with % lease)
2nd Floor	Entertainment/restaurant	9,000 sq. ft.	\$3 (shell with % lease)
Central Pavilion			
1st Floor	Exhibition/public space	2,000 sq. ft.	\$2
Great Hall	Exhibition/public space	2,000 sq. ft.	\$5
		55,000 sq. ft.	

## NORTH MARKET (excl. Durgin Park)

DOCK SQUARE (7 end units)	Corporation headquarters	42,000 sq. ft.	(shell lease).
Entertainment	Restaurant (all units east of Durgin Park)	42,000 sq. ft.	\$98,000
Basement	Entertainment/restaurant/storage	14,000 sq. ft.	\$2 (shell with % lease)
1st Floor	Entertainment/restaurant	14,000 sq. ft.	\$2 (shell with % lease)
2nd Floor	Entertainment/restaurant	14,000 sq. ft.	\$3 (shell with % lease)
3rd Floor	Studio/gallery/club/office	14,000 sq. ft.	\$3 (shell with % lease)
4th Floor	Studio/gallery/club/office	14,000 sq. ft.	\$2 (shell lease)
5th Floor	Studio/gallery/club/office	14,000 sq. ft.	\$2 (shell lease)
		126,000 sq. ft. net	

## SOUTH MARKET

Basement	Retail store storage	28,800 sq. ft.	\$2 (shell with % lease)
1st Floor	Retail stores with arcade	22,500 sq. ft.	\$10. (shell with % lease)
2nd Floor	Office	28,800 sq. ft.	\$9
3rd Floor	Office	28,800 sq. ft.	\$9
4th Floor	Office	28,800 sq. ft.	\$9
5th Floor	Residential	28,800 sq. ft.	\$9
		166,500 sq. ft.	

## TOTAL

		347,500 sq. ft.	*
			\$1,601,000

\* Assumed to increase after 6th year by \$100,000 a year.



1971-72 YEAR	1972-73 YEAR	1973-74 YEAR	1974-75 YEAR	1975-76 YEAR	1976-77 YEAR	1977-78 YEAR	1978-79 YEAR	1979-80 YEAR	1980-81 YEAR
<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>		
<u>(Basic Rent)</u>	<u>\$1,600</u>	<u>\$1,600</u>	<u>\$1,600</u>	<u>\$1,600</u>	<u>\$1,600</u>	<u>\$1,700</u>	<u>\$1,800</u>	<u>\$1,900</u>	<u>\$2,000</u>
<u>Total Basic Rent</u>	<u>5%</u>	<u>30%</u>	<u>50%</u>	<u>85%</u>	<u>90%</u>	<u>95%</u>	<u>95%</u>	<u>95%</u>	<u>95%</u>
<b>35' RENTAL RECEIVED</b>									
<b>ss: Operating Expenses</b>									
Repairs @ 5%	10	25	40	65	70	75	80	85	90
Insurance	30	35	40	45	50	55	60	65	70
Cleaning/power/heating/ air conditioning = \$1.00 per sq. ft. on 160,000 net sq. ft.									
Management	10	25	40	65	70	75	80	85	90
<b>NET OPERATING INCOME</b>									
<b>ss: Property Taxes (Note 1)</b>	20	345	600	1,050	1,105	1,160	1,230	1,300	1,370
<b>ss: Household Rental *</b>	380	380	380	380	380	380	380	380	380
<b>ss: Mortgage Interest &amp; Amortization ( % level)</b>	21	21	21	21	21	21	21	21	21
<b>NET AVAILABLE FOR EQUITY &amp; LEASEHOLD RENT</b>									
<b>d: Estimated Share (5%) of Sub-Tenants' Gross Sales</b>	(380)	(55)	(300)	(100)	(45)	10	80	150	220
<b>Total Available for Distribution</b>	(380)	(55)	(300)	(40)	90	220	330	435	545
<b>(a) above total as return on equity (note 2)</b>									

e 1: In first three years represents tax rate applied to 1968 assessments = \$1,987,000  
thereafter 20% of total basic rents.

\* Figure of \$21,000 taken from 1968 Feasibility Study, Volume Development, Disposition, Real Estate, Marketing



	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Occupancy Factor Applied to Total Basic Rent	5%	30%	50%	85%	90%	95%	95%	95%	95%	95%

Note 2: Calculation of Redeveloper's Equity by year

Original Cash Input  
(Table A)

1,000

1,400

600

Plus:  
Cumulative deficit  
in first six years  
in table above

380

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TABLE C : SUMMARY OF FINANCIAL RELATIONS WITH PUBLIC AGENCIES

Table C has been prepared using three alternative sets of assumptions as follows:

Alternative A -

- 1) BRA uses the HUD funds.
- 2) Minimal tax payments using 1968 assessments and an estimated composite tax rate of \$190 per thousand are required.
- 3) Leasehold are from the 1968 Study.

Alternative B -

- 1) BRA does not use HUD funds.
- 2) Taxes are at 15% of gross income.
- 3) Leasehold rentals are from the 1968 Study, plus 15% of net cumulative funds available for distribution over a ten year period.

Alternative C -

- 1) BRA uses HUD funds.
- 2) Old City Hall payment formula for taxes and rentals as approved by Assessors and Mayor White is followed - that is, 15% of gross until 85% occupancy, then 20% until year 15 when rate increases to 25%. After the mortgages are retired, the rate increases to 30%.

Faneuil Hall Markets Landmark Corporation believes that the Old City Hall formula, Alternative C, is in the best long-range interests of the City, but is willing to adhere to any one of the three alternative approaches. In addition, Architectural Heritage could manage the Quincy Market as the City's agent and return all net funds to the City. This would require an additional \$920,000 investment by the City and return to the City \$161,000 per year less expenses.



TABLE C: SUMMARY OF FINANCIAL RELATIONS WITH PUBLIC AGENCIES (\$000)

## ALTERNATE A -

CASH INVESTMENT BY PUBLIC LESSORS		PAYMENTS TO CITY IN LIEU OF PROPERTY TAXES OR TAXES PAID		
YEAR	BRA PFD	RENTALS TO LESSORS OR SHARE OF PROFITS		
YEAR 1	\$1,700 100	\$380	\$21	
YEAR 2	-----	380	21	
YEAR 3	-----	380	21	
YEAR 4	-----	380	21	
YEAR 5	-----	380	21	
YEAR 6	-----	380	21	
YEAR 7	-----	380	21	
YEAR 8	-----	380	21	
YEAR 9	-----	380	21	
YEAR 10	-----	400*	21	
		\$1,800		
		\$3,820		
				\$210

\* Note - Using a tax rate of 20% of gross income, the minimum payment of \$380,000 is not exceeded until year 10.



TABLE C: SUMMARY OF FINANCIAL RELATIONS WITH PUBLIC AGENCIES (\$000)

## ALTERNATE B -

CASH INVESTMENT BY PUBLIC LESSORS		PAYMENTS TO CITY IN LIEU OF PROPERTY TAXES OR TAXES PAID			RENTALS TO LESSORS OR SHARE OF PROFITS
YEAR 1	PFD	\$100	\$12		\$21
YEAR 2	-----		72		21
YEAR 3	-----		120		21
YEAR 4	-----		204		21
YEAR 5	-----		216		21
YEAR 6	-----		228		21
YEAR 7	-----		242		21
YEAR 8	-----		256		21
YEAR 9	-----		271		82
YEAR 10	-----		285		98
					\$1,906
					\$348

Note - Taxes are 15% of gross income. Rentals to lessors are 15% of the cumulative net available for distribution over the ten year period.



ALTERNATIVE C

YEAR	CASH INVESTMENT BY PUBLIC LESSORS	PAYMENTS TO CITY IN LIEU OF PROPERTY TAXES OR TAXES PAID AND SHARE OF PROFITS		
		BRA PFD	RENTALS TO LESSORS OR	SHARE OF PROFITS
YEAR 1		\$1,700		\$12
YEAR 2	-----	100		72
YEAR 3	-----			120
YEAR 4	-----			272
YEAR 5	-----			288
YEAR 6	-----			304
YEAR 7	-----			323
YEAR 8	-----			342
YEAR 9	-----			361
YEAR 10	-----			380
				\$2,474
				\$1,800

Note - Payments on account of taxes and rental payments are made in a single payment to the city. Taxes are 15% of gross rentals until 85% occupancy is achieved, then 20%, until year 15 when the rate increases to 25%. After the mortgages are retired, the rate increases to 30%.







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ELECTRICAL REPORT

Faneuil Hall Area  
Downtown Waterfront  
Boston, Massachusetts

1. GENERAL:

- a) The electrical installations shall, in general, include all electrical work necessary for the operation, control and maintenance of all equipment introduced by other trades to provide building services including elevators (power supplies only), heating and air conditioning equipment, sanitary equipment, plumbing equipment, etc.
- b) The electrical installation shall include all electrical work necessary to introduce adequate electrical capacity on a rent inclusion basis to all spaces rentable to office tenants and provisions for separate utility company metering for commercial, retail, residential and other miscellaneous occupancies. "Adequate electrical capacity" shall be interpreted to mean "suitable for present and future needs in each and every space as limited solely by the intent to rent such spaces for bonafide office and commercial use as opposed to industrial or other such use."
- c) The electrical work shall commence at the electric service point designated by the utility company.
- d) The distribution systems for the buildings shall be 120/208 volts 3 phase, 4 wire.
- e) The electrical work will include all the alarm and signal systems necessary for the maintenance and protection of the buildings.
- f) The electrical installation shall include all provisions necessary to introduce telephone company service to all rentable spaces.



- g) The electrical installation shall include all electrical work necessary to provide lighting for all public spaces and rentable spaces.
- h) The electrical installation shall include all electrical work required to provide emergency electrical supply to essential lighting and building service equipment.
- i) All three buildings shall be under one management.
- j) Utility company will provide for conjunctional billing on the "Managements Master Meters" (total of two) in spite of the fact that multiple service entrances are recommended.

2. REGULATIONS:

As installed, the work shall conform to all applicable rules and regulations of the utility and telephone companies, and all code authorities having jurisdiction.

3. SECONDARY

ELECTRIC SERVICE SUPPLY

- a) Transformer vaults shall be provided in the North Market Street building and South Market Street building basements (at approximately the center of the buildings). The utility company will provide the primary services from the streets to the vaults and the transformers and equipment to go in the vaults. The vaults in both buildings will be provided by the owner.
- b) A main switchboard will be provided in an electric service room in the basement of each of the three buildings and will consist of the following:-
  1. North Market Street building main switchboard (fed from transformer vault) to consist of two main service switches (one for owners electrical requirements and rent inclusion office space with appropriate CTs and meters and one for an unmetered distribution system for utility company metering of retail and miscellaneous spaces).
  2. Quincy Market Street building main switchboard to be the same as (1) above except this split switchboard will be fed from the North Market Street main switchboard.
  3. South Market Street building main switchboard will be similar to the North Market Street main switchboard.



#### 4. OWNER'S POWER DISTRIBUTION SYSTEM

- a) The electrical distribution system supplying power to all equipment introduced to provide building services shall consist of the necessary main switchboard (furnished as described above) facilities, sub-distribution panelboards and all main and branch feeders.
- b) The main and branch feeders for this system shall consist of cables run in conduit and arranged and subdivided in such a manner as to assure that critical building services dependent on electric supply (i.e. egress lighting, elevators, domestic and fire protection water supply, sewage ejection, sump drainage, etc.) suffer minimal disruption in the event of electrical system failures.

#### 5. PUBLIC SPACE LIGHTING

Lighting fixtures shall be furnished and installed for Public Space lighting throughout the project incorporating:-

1. Lighting levels which coordinate properly with the decor.
2. Appearances which coordinate with the decor.
3. Selection of fluorescent and incandescent light sources which coordinate with the decor.

#### 6. TENANTS POWER DISTRIBUTION SYSTEM (RENT INCLUSION MASTER METERED)

- a) The distribution system supplying tenants renting office space shall consist of main switchboard facilities (furnished as described in Par. 3), vertical risers, sufficient panelboards, and other equipment on each office floor as required to sub-divide the capacity allotted to the floor into circuits suitable for such lighting and appliances as are normally anticipated in office rental occupancies.
- b) Risers, panelboards, and other equipment on each floor shall be located in suitable central enclosed electric closets (approximately two to three per floor). Owners miscellaneous distribution equipment will also be located in these floor electric closets.



7. TENANTS POWER DISTRIBUTION (SEPARATE METER FOR EACH TENANT SPACE)

a) The Distribution System supplying these tenants spaces shall consist of main switchboard facilities (furnished as described in Par. 3), unmetered buses in basement electric rooms and unmetered vertical risers to unmetered buses in electric closets. Unmetered buses shall have sufficient electrical capacity to serve the floor areas that will be assigned to it. Meter or meters (depending on whether one or more tenants will occupy the assigned spaces) will be connected to those buses and a short feeder run will be made to the tenant metered space terminating in a panelboard (within the space).

8. OFFICE SPACE LIGHTING

a) Lighting fixtures shall be furnished and installed in office space on a modular pattern (approximately one 2'x4', 4 lamp fluorescent lighting fixture every 50 square feet) to produce an average maintained lighting level of  $\pm$  75 footcandles.

9. PROVISIONS FOR TELEPHONE SERVICE

a) Empty conduits shall be provided for telephone company use from their street service entrance to the basement telephone rooms and from this location to the lowest floor telephone closets. Above this point slots shall be provided at each floor in the closets, except where offsets, or discontinuities in closet locations may require the use of additional empty conduit.

10. FIRE ALARM SYSTEM

The fire alarm system shall be of the individually coded, electrically supervised type incorporating the following:-

1. A manual "break glass" fire alarm actuating station at each natural exit on each floor.
2. Sounding devices located at the engineers' office, main mechanical equipment spaces, elevator shafts and other positions where subject to being heard without causing an evacuation panic.
3. A system of coded sound signalling which individually identifies the actuated station.



4. Automatic electric supervision of the wiring of the system providing an alarm in the engineers' office in the event that any wiring derangement occurs which would make the regular functioning of the system inoperative.

5. Provisions for tie in to outside central agency.

## 11. SPRINKLER ALARM SYSTEM

The sprinkler alarm system shall function in conjunction with the sprinkler alarm actuating stations set in sprinkler piping by other trades. The sprinkler alarm system shall incorporate:-

1. A sounding device in the engineers' office indicating when any sprinkler alarm actuating station has been triggered.
2. An annunciator panel in the engineers' office providing a visual identification of the individual sprinkler alarm actuating station which has been triggered.
3. Automatic electric supervision of the system providing an alarm in the engineers' office in the event that any wiring derangement occurs which would make the regular functioning of the system incooperative.

## 12. EMERGENCY POWER PROVISIONS

- a) Driven emergency generator sets shall be provided to serve the following needs:-
  1. Stair, exit elevator cabs and other essential lighting.
  2. Mechanical building service equipment whose function is essential to the safety of building occupants or to the prevention of damage to the building systems.
  3. Fire protective alarm systems.
- b) The emergency generator set shall be supplied complete with all devices and controls required to automatically start the generator set and transfer the load in the event of a loss of voltage from the normal Boston Edison Company electric service.



### 13. OVERCURRENT PROTECTION AND SWITCHING

- a) Branch circuits in lighting and appliance panelboards shall be standard molded case circuit breakers. All other overcurrent and switching units shall be of the switch and fuse type, and shall conform to the following:-
  - 1. Service disconnect switches shall be of the fused load interrupter type.
  - 2. Feeder units in main switchboards shall be bolted pressure switches if more than 1200 amps, and switches of the quick-make, quick-breaker circuit breaker contact type (Federal Pacific "MQB" or equal) if 1200 amps or less.
  - 3. Units in power and distribution panels shall be switches of the quick-make, quick-break circuit breaker contact type.
  - 4. Individually mounted units shall be of the quick-make quick-break circuit breaker contact type.

### 14. WIRING MATERIALS

- a) Rigid conduit shall be used throughout for feeders, motor control circuitry, emergency circuitry, fire protective alarm circuitry, and except as noted below for lighting and appliance branch circuitry. Aluminum conduit may be utilized except that it shall not be utilized where exposed to mechanical damage or embedded in concrete.
- b) For lighting and appliance branch circuitry and telephone circuitry, (in addition to rigid conduit) electric metallic tubing may be utilized, except within 7'-0" of the floor or where otherwise exposed to mechanical damage, and in damp areas.
- c) Minimum trade size rigid conduit and E.M.T. to be utilized for this project shall be 1/2".
- d) Any of the code approved rubber or thermoplastic insulation types may be utilized for circuitry, except as noted below:-
  - 1. For feeders, only the following types may be used: RHW, THW, THWN.



2. For lighting and appliance branch circuitry in damp locations, only the following types may be used: RW, RH RW, RUW, RHW, TW, THW, THWN.

e) Conductors shall be of copper except that the aluminum conductors may be substituted as an option. If aluminum conductors are utilized, the wire size shall be increased to provide the same ampere capacity, and the conduit size shall be increased as required.

#### 15. TEMPORARY SERVICE DURING CONSTRUCTION

A complete temporary light and power system, which will be progressively installed and removed, will be provided for the use of all trades during construction.

#### 16. MOTOR CONTROL WIRING

Motor control wiring shall consist of all extensions of motor starter holding coil circuits to actuating and actuated control devices within the general vicinity of the motor starter, as well as to remote devices necessary for the proper functioning of the motors introduced as part of the HVAC work. In particular, the motor control wiring shall incorporate the following:-

1. Holding coil circuit extension from motor starter to engineer's central start-stop pushbutton panel for each motor which is to be started, stopped or indicated on same.
2. #14 thermoplastic wires in rigid conduit as the wiring method.
3. Combination of as many control wires as feasible into single large conduits extending from individual motor control centers to the engineer's panel.

#### 17. MECHANICAL EQUIPMENT ALARM SYSTEM

The mechanical equipment alarm system shall be an integral part of the motor control wiring described above and shall be arranged to annunciate on an alarm panel any conditions of mechanical equipment malfunction which might cause damage.

#### 18. MISCELLANEOUS SYSTEMS

##### ENTRANCE CALL SYSTEM

- a) An entrance call system shall be provided for each building incorporating a pushbutton in the main entrance sounding a bell in the engineer's office.



19. SOUND SYSTEM, MASTER TELEVISION ANTENNA SYSTEM & MISCELLANEOUS SYSTEMS

a) Empty conduits from basements electrical service rooms to be run through the electric or telephone closets for these systems on each floor of the buildings up to the attic spaces. This will enable the tenants or owner to bring these systems in to the various tenant spaces as the need requires.

20. DESCRIPTION OF BUILDING STANDARD ASSEMBLIES

a) Certain assemblies of electric work within the office tenant spaces are in addition to those whose location can be specifically indicated, or whose circuitry can be finally delineated prior to the commencement of construction. Such assemblies are identified as "Building Standard" and definitions and descriptions pertaining to them are as hereinafter specified.

b) Quotations for electric work, which include "Building Standard" assemblies, shall be applicable regardless of any "location information" which may be forthcoming for them after construction has commenced.

c) The setting in place of "Building Standard" assemblies will include any cutting, chasing, and patching for work which must be fitted into the tenant spaces.

d) Where the words "circuited up" are used in the descriptions pertaining to "Building Standard" assemblies listed below, they will be understood to mean: "complete with all wiring and/or raceways back to electric or telephone closets as required for proper and full operation."

e) Detailed descriptions of "Building Standard" assemblies are as follows:-

1. "Building Standard" ----- 120 volt 2'x4' fluorescent fixture with acrylic plastic lens light diffuser, and four 40-watt rapid start lamps, furnished and installed complete with lamps and circuited up.



2. "Building Standard" ----- Normal Duty Floor Convenience Recep- tacle Assembly.	120 volt duplex conven- ience receptacle fur- nished and installed complete with floor stanchion and circuited up (receptacle figured at 180 watts).
3. "Building Standard" ----- Heavy Duty Floor Convenience Recep- tacle Assembly.	120 volt duplex conven- ience receptacle fur- nished and installed complete with floor stanchion and circuited up (receptacle figured at 1650 watts).
4. "Building Standard" ----- Floor Telephone Outlet Assembly.	Telephone outlet fur- nished and installed on floor complete with stanchion and circuited up.
5. "Building Standard" ----- Normal Duty Wall Convenience Recep- tacle Assembly.	Duplx convenience recep- tacle furnished and installed on wall com- plete with wall plate and circuited up (receptacle figured at 180 watts).
6. "Building Standard" ----- Heavy Duty Wall Convenience Recep- tacle Assembly.	Duplex convenience recep- tacle furnished and installed on wall com- plete with wall plate and circuited up (receptacle figured at 1650 watts).
7. "Building Standard" ----- Wall Telephone Outlet Assembly.	Telephone outlet fur- nished and installed on wall complete with wall plate and circuited up.
8. "Building Standard" ----- Single Pole Toggle Switch Assembly.	Single pole toggle switch furnished and installed on wall complete with wall plate and circuited up.



21. BULK QUANTITIES OF BUILDING STANDARD ASSEMBLIES INCLUDED IN BASE BID

a) Bulk quantities of building standard assemblies are to be included in base bid as follows:-

1. "Building Standard" ----- One per 50 square feet Light Fixture of net office rental area. Assembly.
2. "Building Standard" ----- One per 400 square feet Normal Duty Floor of net office rental area. Convenience Recep- tacle Assembly.
3. "Building Standard" ----- One per 4,000 square feet Heavy Duty Floor of net office rental area. Convenience Recep- tacle Assembly.
4. "Building Standard" ----- One per 400 square feet Floor Telephone of net office rental area. Outlet Assembly.
5. "Building Standard" ----- One per 200 square feet Normal Duty Wall of net office rental area. Convenience Recep- tacle Assembly.
6. "Building Standard" ----- One per 2,000 square feet Heavy Duty Wall of net office rental area. Convenience Recep- tacle Assembly.
7. "Building Standard" ----- One per 400 square feet Wall Telephone of net office rental area. Outlet Assembly.
8. "Building Standard" ----- One per 400 square feet Single Pole Toggle of net office rental area. Switch Assembly.

Please note that these ground rules are merely suggested ones, based on our past experience, and are subject to revision based on the criteria that the Owner wishes to establish for "tenant inducement" electric work to be included in the base bid.



22. NOTES

The following should be noted in conjunction with the Outline Specifications for Electrical Work:-

1. Secondary feeders will be supplied to office tenant floors on the basis of 7 watts per square foot of net usable area plus 3 watts per square foot of remaining floor area.

Empty conduits will be provided to enable bulk loads in excess of the above, which are not originally anticipated, to be served when the need arises (new feeders originating in the Electric Switchgear Rooms).
2. It is not contemplated that alarm facilities will be extended into the tenant occupied areas, with the exception of the office rental floors where -- in the case of entire floor tenants -- the fire alarm actuating stations will lie within the rental premises. It should be understood that any required needs for alarm systems for other tenant occupied areas will be met by independent systems to be provided as part of the "tenant" work. It should be noted that the central equipment of the sprinkler and standpipe alarm systems will include spare capacity for actuating devices to be mounted as part of the tenant work on extensions of the base building piping.
3. The use of aluminum conduit and electric metallic tubing will not be permitted where exposed to mechanical damage, nor will the use of aluminum conduit be permitted for any work embedded in concrete.
4. The final specifications will allow aluminum to be substituted for copper conductors in the secondary distribution system in the contractor's option, provided that the aluminum conductors and the containing raceways are properly increased to match the ampere rating of the copper conductor.



## MECHANICAL

### HEATING, VENTILATION & AIR CONDITIONING

#### A. COOLING AND HEATING MEDIUM

1. Heating of the Project will be accomplished by steam purchased from the Boston Edison Company. Steam pressure would be metered and reduced as the service entered each building and then distributed throughout the buildings as a low pressure steam distribution system. A study of the load requirements by the Edison Company will be required to determine the feasibility of bringing steam to the Project. In preliminary conversations with the company, it was indicated that with the size of this Project and anticipated projects in the area, at this point it looks feasible.
2. Two (2) schemes are presently being considered to provide cooling for the Project.
  - a. Scheme A - Condenser water from a cooling tower would be circulated throughout the Project to provide cooling for the commercial tenants and heating and cooling for the office areas of the Project. Condenser water temperature would be maintained throughout the year by a supplementary electric boiler or purchased steam. The cooling tower, electric boiler and condenser water pumping station will be located off-site but the costs for the plant included as part of the construction costs for the project.
  - b. Scheme B - Chilled water will be purchased and brought to the Project from a remote central plant not included as part of this Project. Booster primary water pumping and secondary water pumping station will circulate chilled water throughout each building.

#### B. COMMERCIAL TENANTS BASEMENT AND FIRST FLOOR

For Tenants occupying these areas, capped outlets for chilled water or condenser water (depending on the cooling scheme selected) and the heating medium will be provided in the basement of each building. The Tenants will provide their own Heating, Ventilation and Air Conditioning systems compatible with the heating and cooling medium decided upon for the Project.



Commercial areas may require an outside air duct system to provide ventilation air to meet Code requirements. A final determination as to whether an outside air duct system is required, will be made after a review of the tenant leasing documents.

C. NORTH AND SOUTH MARKET BUILDINGS - 2nd, 3rd and 4th Office Fls.

1. Perimeter System

- a. If the cooling medium system is as outlined in Scheme "A", the perimeter of the buildings will be heated and cooled by packaged heat pumps at the exterior wall of the building. Condenser water supply and return risers at alternate bearing walls will supply condenser water to two adjacent 22'-0" modules. Each packaged heat pump unit will be capable of providing either heating or cooling on an individual unit basis.
- b. If the cooling medium system is as outlined in Scheme "B", the perimeter of the buildings will be serviced by a zoned two pipe fan coil system. Each building zone will be provided with either hot water for heating or chilled water for cooling. Secondary water supply and return risers at alternate bearing walls will supply secondary water to two (2) adjacent 22'-0" modules. Local control of space temperatures is accomplished by return air thermostats located on the fan coil unit controlling two way automatic control valves.
- c. Ventilation air for the perimeter to meet Code requirements will be provided by maintaining operable sash. If it is decided to change the fenestration to the fixed sash type, a perimeter ventilation system will be provided to supply 0.25 C.F.M./sq. ft. of outside air to the perimeter.

2. Interior Systems

- a. A low pressure air conditioning unit will supply heating and cooling for the interior office spaces. The type of low pressure air conditioning unit utilized will be compatible with the heating and cooling medium distributed throughout the building. With Scheme "A", the air conditioning unit will be the self-contained type consisting of fans, direct expansion cooling coils, heating coils, refrigerant compressor and condenser.



b. If Scheme "B" is selected, the air conditioning unit will be packaged air handling type consisting of fans, chilled water cooling coils, heating coils, etc. The air conditioning units located in the attic space of the building module being used as the office building core will serve six adjacent building modules. The main duct distribution system for the interior spaces will be installed in attic space. Vertical duct rises extended from the main distribution system to supply heating and cooling for the second, third and fourth floor office interior spaces.

D. APARTMENTS - 5th Floor North and South Markets

Heating and cooling risers will be extended from the basement to the fifth floor and capped for tenant use. The Tenants shall provide their own air conditioning systems compatible with the heating and cooling medium.

E. SPECIAL FUNCTION ROOMS QUINCY MARKET

A low pressure air conditioning unit located in the attic of the Quincy Market building will supply heating and cooling for these spaces.

F. PEDESTRIAN BRIDGE

Heating and cooling of the pedestrian bridge will be accomplished by either fan-coil units or package heat pumps recessed in the floor of the bridge. Warm or cool air, discharged vertically from the unit, rises up the glass on one side of the bridge and returns to the unit through return grilles on the opposite side of the bridge. The soffit below the floor of the bridge acts as a return air plenum between the unit and the return grille.

G. EXHAUST SYSTEMS

Toilet, miscellaneous and special exhaust systems will be provided to meet Code and commercial Tenant requirements.



## PLUMBING

### A. PLUMBING SERVICES

An approved water supply, sanitary and storm drainage system shall be installed in all buildings. The storm water system shall include reconditioned exterior sheetmetal leaders and gutters connected to existing cast iron boots piped to public sewers. Sump pumps in each building of sufficient capacity to control ground water shall be piped to house sewers or public sewers. Sanitary drainage shall be conducted by gravity to public sewers. Provisions shall be made for future connections from commercial areas and loft studios. An up-fed cold and hot water supply system shall be provided to service all plumbing fixtures provided in the base building. Cold water connections for commercial areas will be provided. Hot water for commercial areas will be tenant supplied. Hot water for base building fixtures and equipment will be generated at heat exchangers supplied with steam or high temperature hot water.

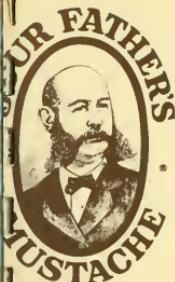
### B. SPRINKLER SYSTEM

An automatic wet sprinkler system shall be provided for all buildings in the complex.









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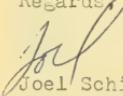
Mr. Roger Webb  
Architectural Heritage  
Faneuil Markets Landmark Corporation  
Faneuil Hall Market  
Boston, Mass 02109

Dear Roger:

Pursuant to our many conversations attached find  
five documents outlining some of the things we have  
discussed and tentatively agreed upon.

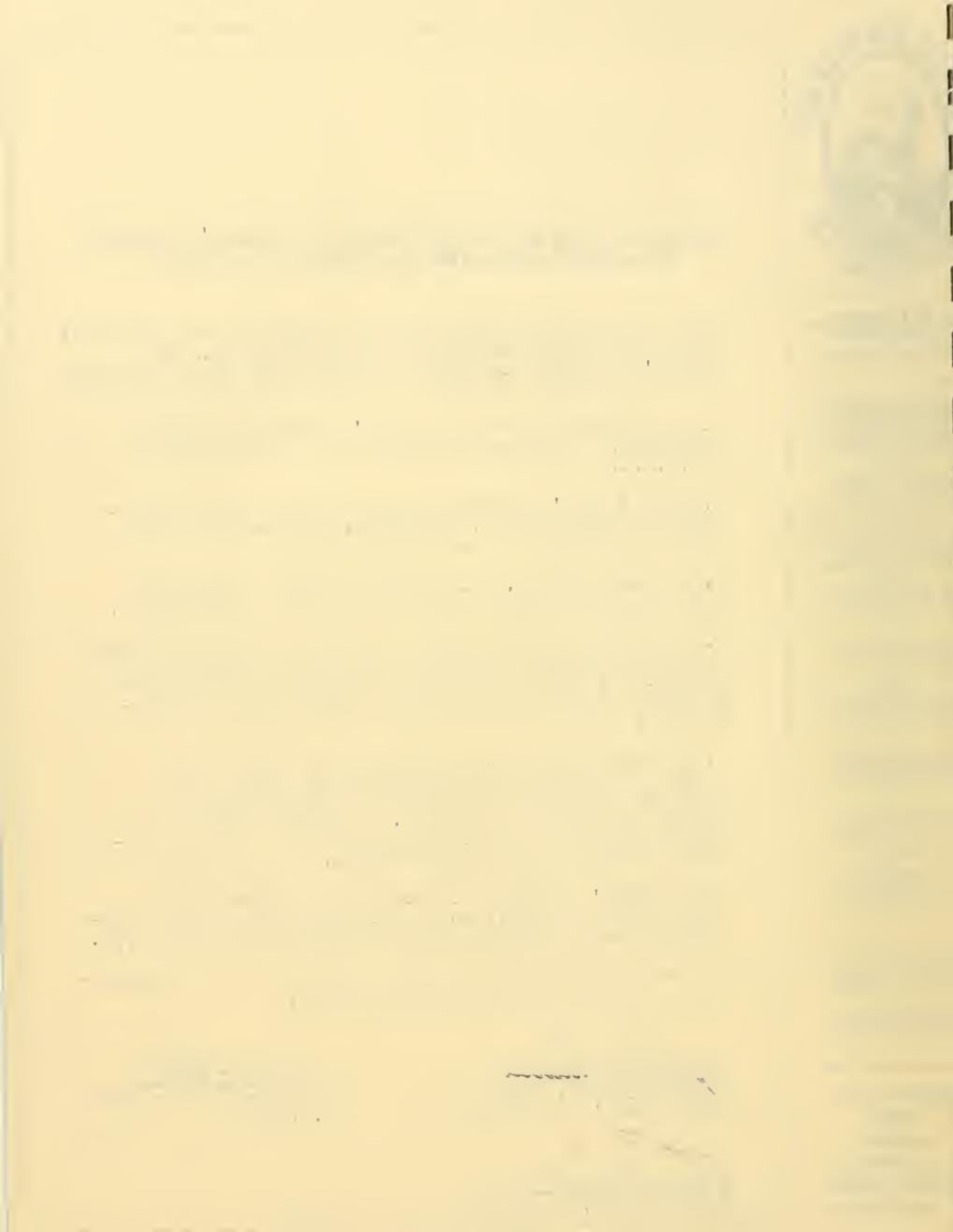
I am looking forward to working with you on this project,  
and am confident that the entire experience will  
be handled competently and successfully by the  
Your Father's Mustache organization.

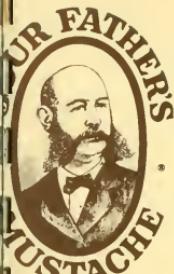
Regards

  
Joel Schiavone

JS/ow

November 11, 1970





## YOUR FATHER'S MUSTACHE

This company was started in Boston in the fall of 1962. It was originally formed to operate a single bar in Boston, but since that time the company and the organization behind it has grown until now it owns or controls nightclubs called Your Father's Mustache in Boston, Cape Cod, Point Pleasant, New Jersey, New Orleans, Denver, Blackpool, England and Brussels, Belgium, with an additional franchise in Vancouver, Canada. In addition the organization operates two youth-oriented dating bars in Massachusetts, both called the Improper Bostonian. Your Father's Mustache was initially only a banjo sing-along nightclub, but since original formation now includes in most of its locations a full restaurant operation, and now in Brussels a modest hotel operation.

Presently this nightclub chain is the second largest chain in the United States, behind only the Playboy organization. Possibly in terms of longevity, of an idea or a concept we are setting new records as we approach our tenth year. We now bill ourselves as the American beer hall, and future expansion is intended in many additional cities in the United States, Canada and Europe.

Among other things Your Father's Mustache is the largest retailer of draft beer in the United States, the largest outlet for beer mugs in the United States, and by far the champion merchandiser of all time, selling straw hats, garters and other related products by the thousands.

The company is owned 100% by Joel Schiavone. Schiavone is a graduate of Yale University and Harvard Business School and has been with the company since its inception. Many of its employees have also been present and working for much of the past 10 years, and the organization presently has sophistication and experience in the nightclub-restaurant area which is tremendous.

The organization and Mr. Schiavone have been active in many of the historic areas which have sprung up in the United States these past 10 years. In particular we were present at Caslight Square, Old Town in Chicago and Larimer Square in Denver. The first two areas are virtually dormant presently, but Larimer Square is still growing and should endure for sometime. Your Father's Mustache was the first tenant of Larimer Square, and our presence and experience certainly must have helped this area develop and prosper. In addition our many locations now throughout the world has given us exposure to most of the current ideas and trends in the restaurant-nightclub business, and certainly the ability to reproduce and manage operations in this entire entertainment area.

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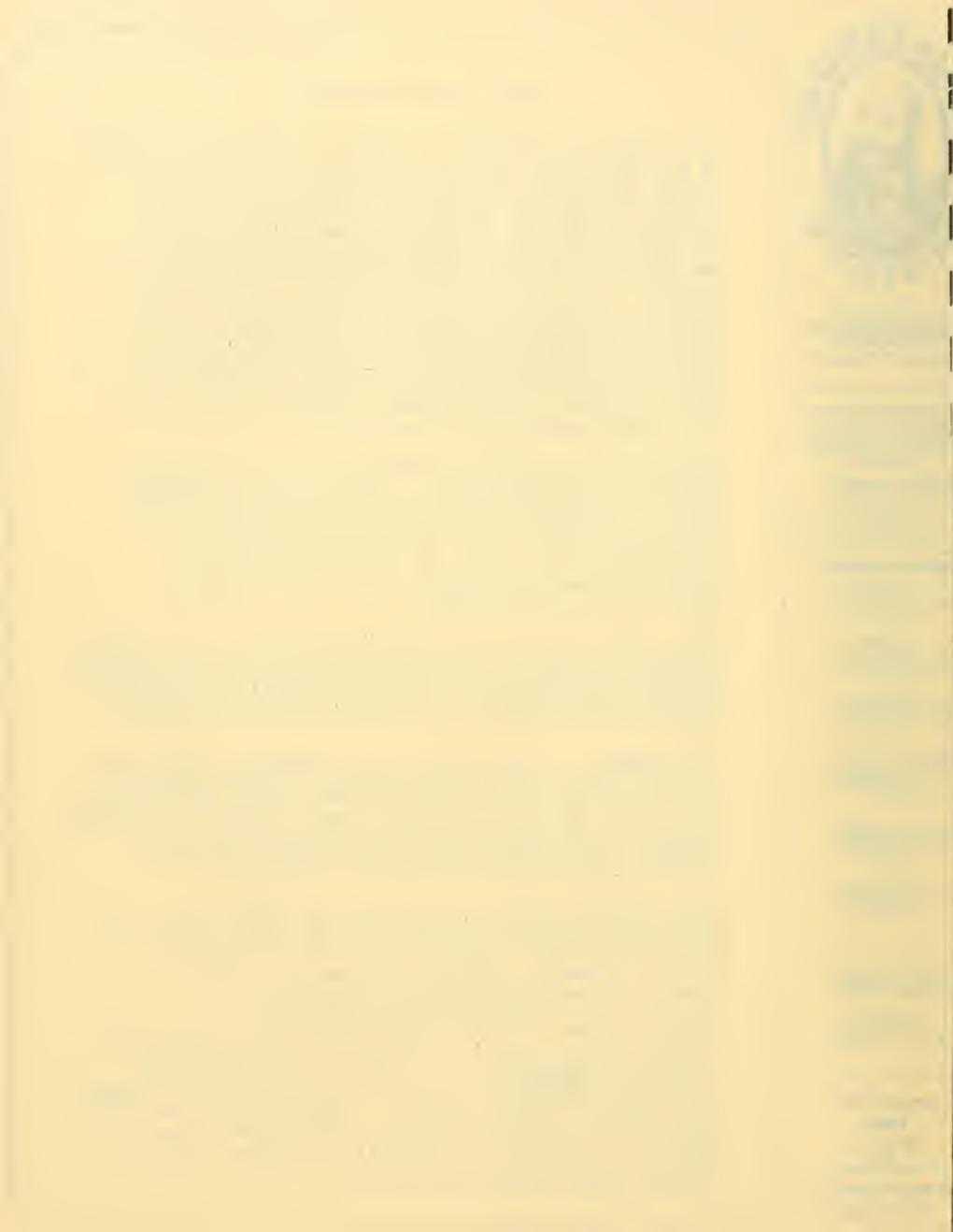
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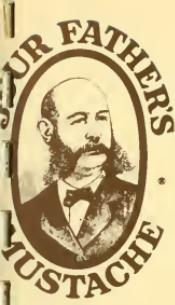
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## FANEUIL HALL MARKETS

### Development Program

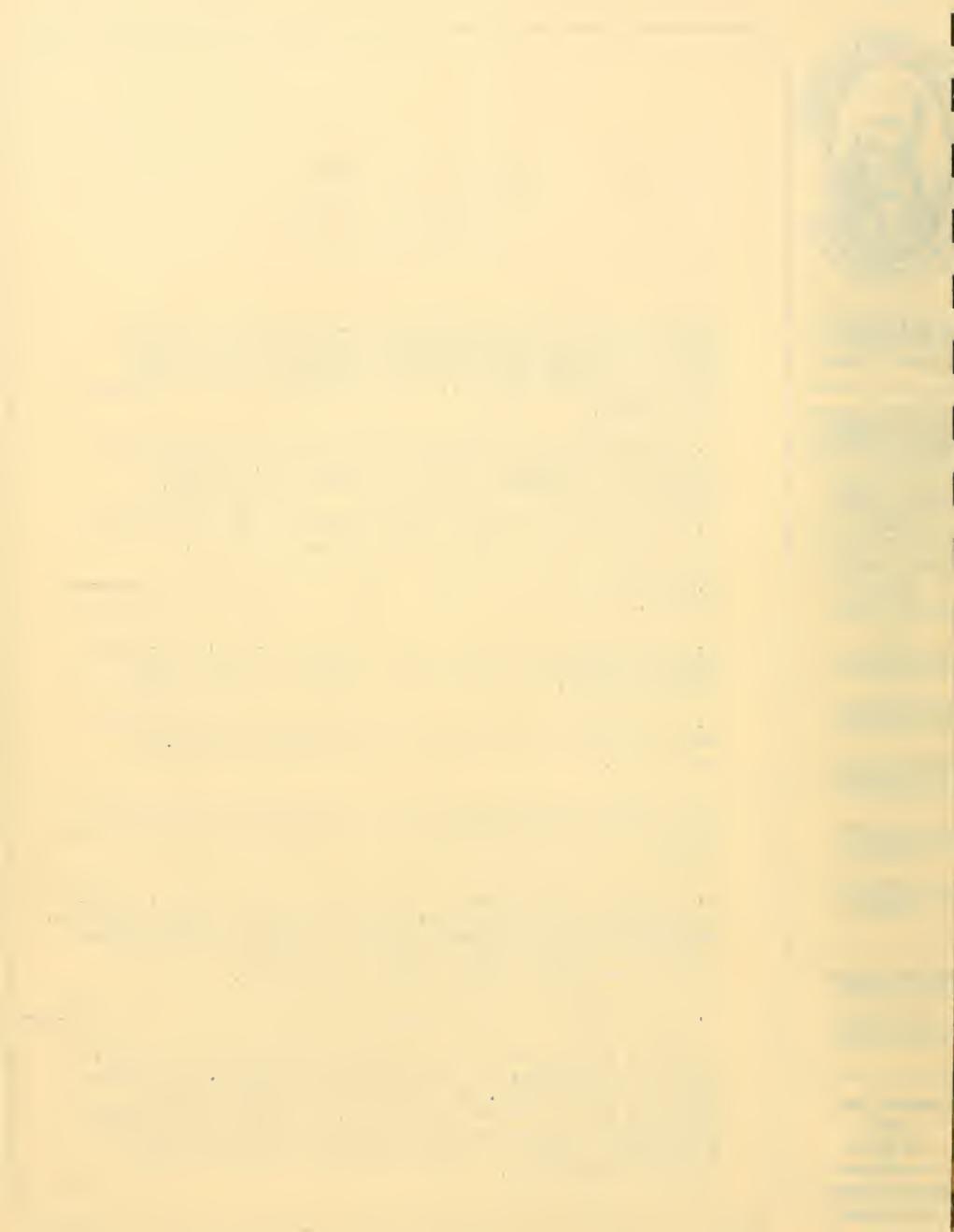
Assuming that the entertainment-food center will be the first occupants of Faneuil Hall Markets I would like to suggest the following program to make this possible and successful. Not necessarily in chronological order.

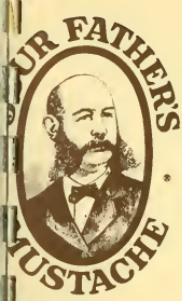
1. Development of a strong integrated promotional and advertising program for the entire area, including specific suggestions about restaurants and bars.
2. Finalization of all plans regarding the environment including street lamp decorations, and so on.
3. Development of a master lease to be used for negotiations.
4. Development of area promotional material, which will stress history and the role of FHL as a promoter and protector.
5. Development obviously of a rental program including services such as heat air conditioning, maintenance and so on.

Accordingly the first order of business in the actual renovations should be as follows in chronological order:

1. Complete development of the area as an entity, meaning installation of gaslights, streets prepared, entranceways, exhibits outlining plans for the area, historical signs in front of each store or block of stores indicating history and renovations plans or problems.
2. Introduction of entertainment area or stores or anything.

In other words the area should be created and the stores put into the area, not the other way around, as happens in every other area. Walking in the area should be pleasant even if nothing is open. It will get thousands of visitors before the first door is unlocked which is a valuable source of future customers obviously and future enthusiasts.





## FANEUIL HALL MARKETS

### Suggestions regarding public amenities and events

There is no doubt in our minds that Faneuil Hall Markets is potentially the most exciting urban development existing or planned anywhere in the United States. This is potentially true for three reasons:

1. LOCATION - No other area present or planned is so convenient to a major downtown metropolitan center. I don't need to dwell on the proximity to City Hall, the Government centers, the Aquarium, the subways, the highways, and the tremendous parking facilities so convenient. This area and its location could not be better any place in the United States, with the possible exception of Times Square.
2. SPACE - No other area present or planned has the tremendous space which is planned for this restoration. This means not only available floor space, but more importantly control over the streets and the total environment. The tremendous size of the public areas meaning the streets contrasts with other urban development areas which have narrow pedestrian thoroughfares at best, and usually car-choked streets dividing the area in two or three or more.
3. HISTORY - No other area present or planned has the history this area has. The other areas are usually historical creations of the developers who are seeking to create history where there is little or none. Faneuil Hall Markets obviously does not suffer from this lack of history, and its developers and its operators will not have to fabricate stories which attempt to tie the area to the city. Its presence on the Freedom Trail is eloquent testimony to its historical importance.

In order that the potential of this area be fully exploited it is important that the full potential of each of the above areas be exploited and developed to the fullest, and in particular the space and the history as obviously nothing can be done about the location.

2. SPACE - A complete program has to be developed for the public areas, a program which ensures that this large and spacious grounds are continually full of

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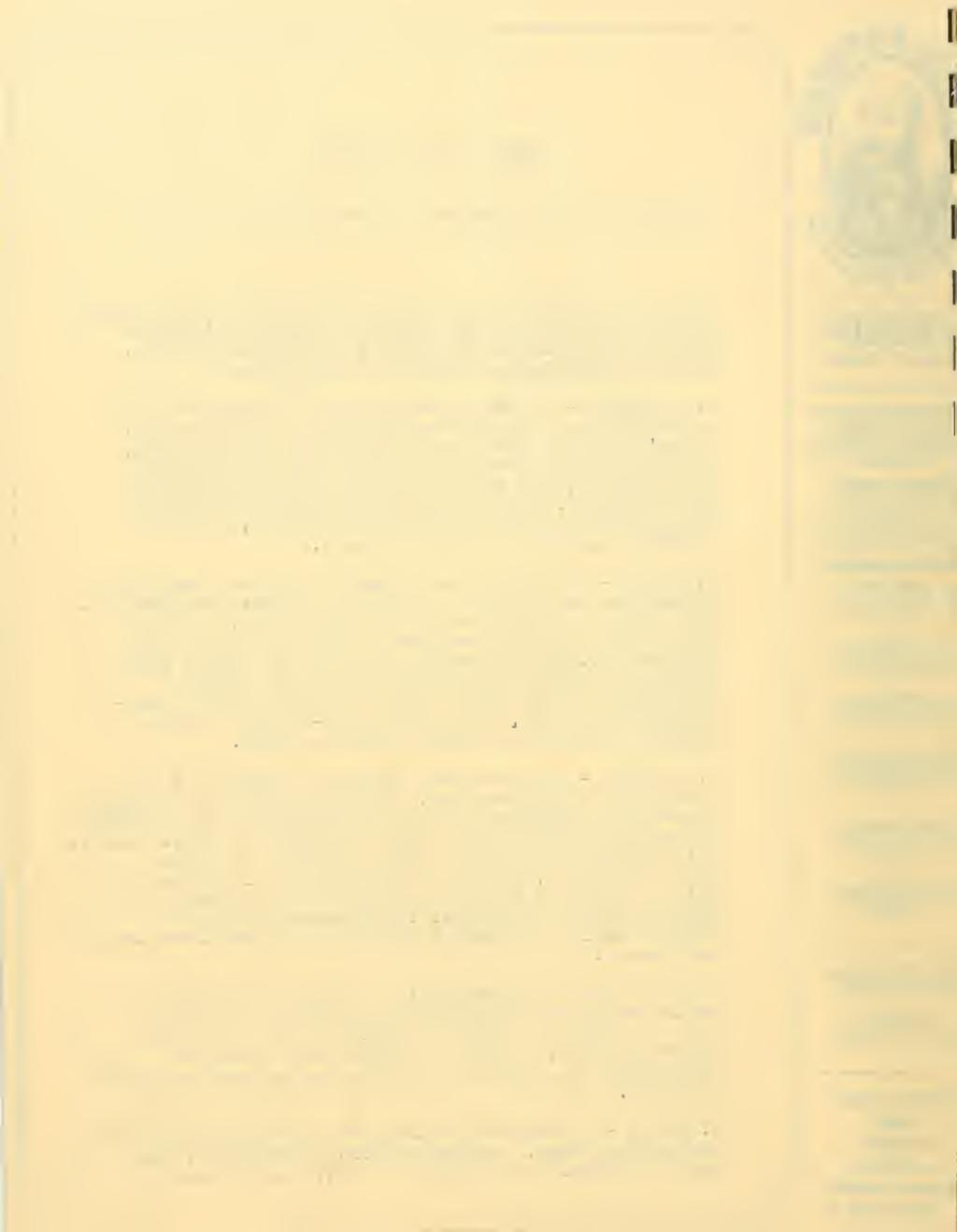
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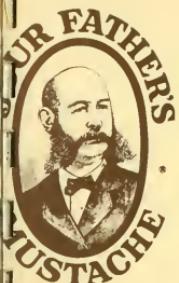
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entertainment, decoration and general diversions. This program should be supported and controlled by FMCLC and should be paid for by leasees. The programs will be free for people in our area, and their consistent good quality and appeal will act as a permanent attraction to develop customers for our stores and our restaurants.

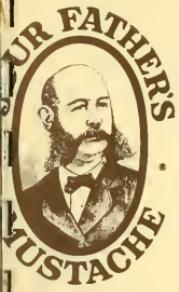
Several things have already been suggested for these common areas. I would add the following thoughts:

1. Week long promotions making Faneuil Hall Markets the center of historic demonstrations, such as independence week, Bunker Hill week, and others with FMCLC developing a complete program for evenings and weekends dramatizing the history of these events within the framework of our area.
2. Week long promotions making FMCLC the center of various holiday activities in Boston. Christmas 1820, 1815, and so on, with FMCLC developing complete programs dramatizing the history of these celebrations in Boston.
3. A political center. The proximity to large population centers, and the large spaces make this a natural place to have speeches, rallies and other crowd gathering activities.
4. Drum and bugle competitions. The wide streets make this easy and appropriate.
5. Facilities in general for exhibitions, concerts, parades, events and every crowd gathering device known to man.

Our experience with other areas indicates that a strong promotional program is the last thing they plan. In our opinion it is the first thing that should be planned. This program is what is going to make people willing to sign percentage leases, and which will effectively reduce selling expenses and time on all retail and office space.

3. HISTORY- Much of the above cannot function properly without the proper environment. Accordingly it is very important that when you walk into Faneuil Hall Markets you walk out of the present into the past. There first of all must be some sort of a natural but obvious barrier which delineates the area. Maybe a simple old chain fence, or trees, or bushes, or something else compatible with the era. Second there should be well defined entrances and exits. This is important for crowd control, for





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advertising and promotion, and for creating the psychological transition between new and old Boston. Third obviously the cobblestone streets will have to be restored. Fourth street lighting will have to be of the era, modern street lighting would kill the project. Fifth, cars and all combustion vehicles cannot be seen or present except during certain carefully specified times of the day or week. Sixth the entire decoration of the public areas much be faithful to the Old Boston. Seventh the stores offices, the signs and the advertising must all be in keeping with the tradition of era. Eighth, FHLIC must control in all its leases all design, interiors, and most importantly exteriors. Ninth the natural history of the area must be utilized, such as naming stores bars pubs with the same names as existed during the era.

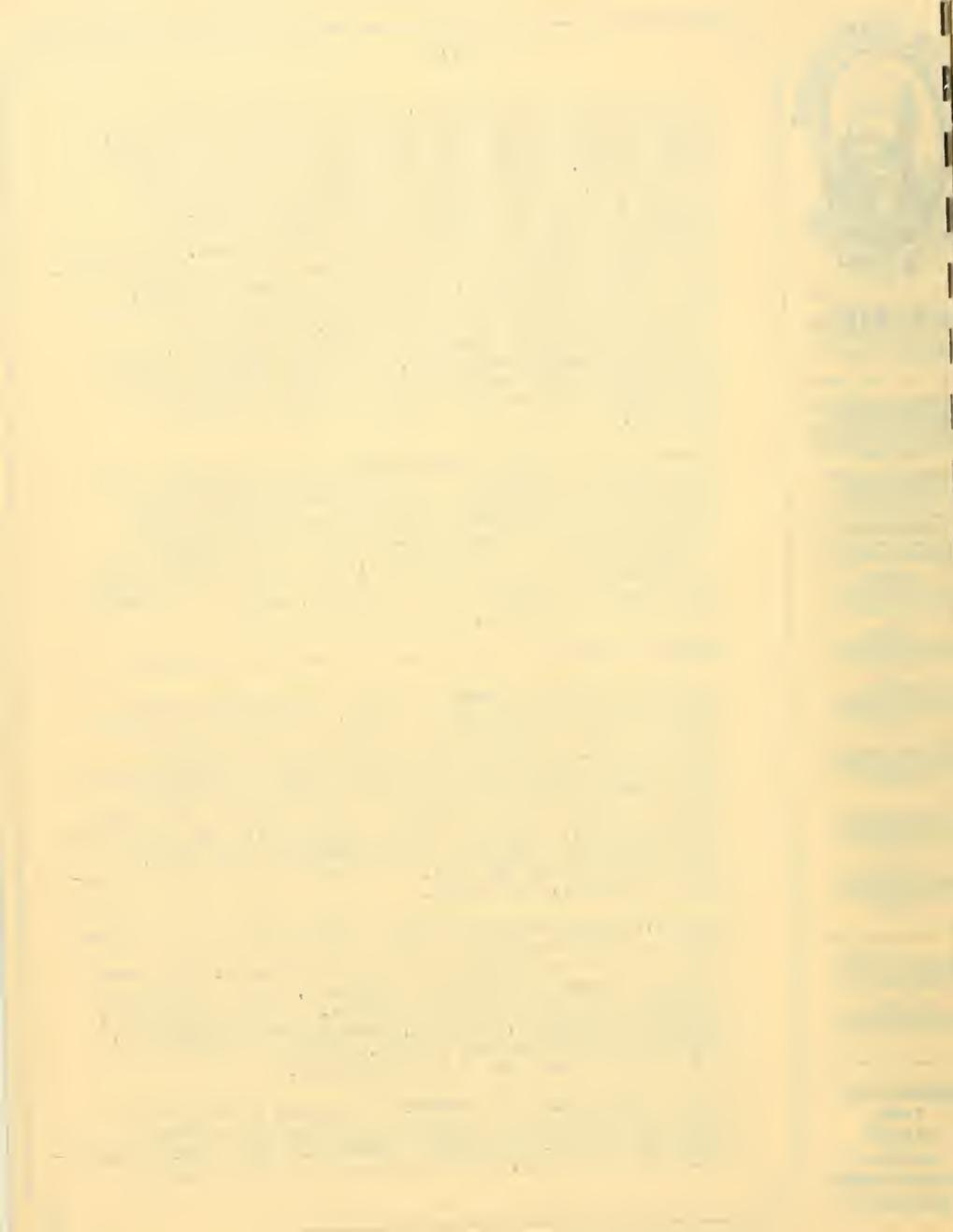
There are many other suggestions obviously, but the above is a start. It is important to remember that what we are creating is a sales environment. We are creating an atmosphere which will encourage people to come back and spend more. We are not creating a Sturbridge or a Williamsburg, but we are attempting to allow the charm of the era pull people into spending more time and more money in project, and to come back again soon and often, and never get bored.

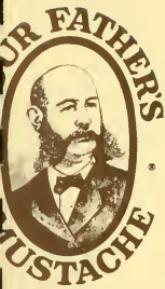
Several specific ideas about achieving the above:

First is the involvement of Boston business and even national business in the project. For example a Boston bank putting a branch here decorated and staffed as in that era, although an actual functioning bank. Old Boston stores putting smaller retail establishments here consistent with the area and with their past, again utilizing the merchants of the past to sell the goods of today. Bars and restaurants should be considered which directly conform to the history of the area, an English pub of the era, a waterfront pub and restaurant of the era, and so on.

Second, there have to be people constantly on the street employees of FHLIC dressed in costumes of the era whose job is to interact with the customers. This means having pictures taken with customers, giving campaign speeches for 1815 political heroes, giving directions, giving suggestions, smiling, passing out information, supervising troublesome groups, avoiding problems and taking advantage of opportunities.

If the FHLIC plans in advance a program which will take advantage of the space and the history of the facility the success will be fantastic from every conceivable point of view. Boston history will be admirably





served, visitors will be overwhelmed, local Boston people will be continually involved, and retailers and FLMC will be profitably served by this continuing stream of visitors and customers..

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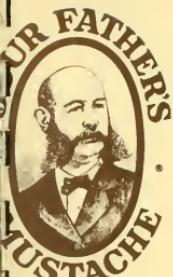
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## FANEUIL HALL MARKETS

### RESTAURANT AND NIGHTCLUB SUGGESTIONS

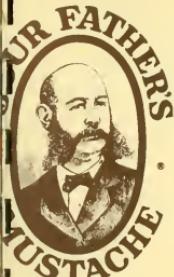
First there seems to be general agreement that restaurants and nightclubs of the seventies will be for the most part grouped conveniently and attractively in a well defined small area, making each outlet accessible by foot from a common parking area or public transportation. Attached is a playboy article which says precisely this, and our observations would indicate that this is definitely the trend.

Second, however it seems as if every attempt to artificially create this has failed. Chiradelli Square is a ghosttown after 6pm, Larimer Square does a little better, but nothing is open after 9 with the exception of Y.M. Old Town in Chicago worked for about one year and Gaslight Square St. Louis worked for about 3, but they have completely deteriorated. Bourbon Street in New Orleans works, but it has been there 50 years and was not artificially created or contrived. Underground Atlanta is the most recent creation and its success is undetermined at this time.

Accepting both of the above how can we successfully contrive something that will achieve the first and avoid the problems which seemed to have happened in the second. There are two rules which must be infallibly followed if success is to be approached. First there must be one overall controlling and supervising landlord, who has dictatorial policies, although using them benevolently it is assumed. And secondly there must be a clearly defined theme for the area which allows people to walk within the umbrella of this environment from location to location easily and enjoyably.

Let us explore each of these reasons a little further. Even in Larimer Square restaurants and nightclubs are still afraid of competition. "Whenever a new restaurant is open in the square everyone involved in the other outlets immediately takes tranquilizers or leaves for the Bahamas to avoid the problem. This is a closely com-





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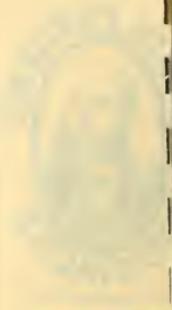
trolled situation and everyone came into it accepting the fact that there would be other people. Can you imagine the hysteria that is present in situations where the outlets are not uniformly controlled. The landlord has to develop promotional programs and packages and suggestions in advance so that people accepting the leasing terms will be prepared for the intense cooperation necessary to make this place work. For example one place cannot charge a five dollar cover charge and someone else 4 and someone else 6, this means that obviously no one can afford to move from one place to the next. Door charges similarly of \$1.00 or so will discourage moving between spots. So pricing policies are extremely important. Promotions must stress the ease of going to one place if you go to the area means that you have easy access to them all. And bar-hopping and restaurant hopping must be encouraged by legislation not but chance.

The theme or the environment must make it appear as if the locations are compatible. Walking must be easy between locations, and enjoyable, the area should be sharply defined and not spread out, when you walk out of one place you should walk right into another, easily and effortlessly. The area should be decorated and should emphasize the theme which is entertainment and fun.

A lot of thinking will have to go into leases and initial programs, but certainly people will know what they are getting into. Our lease specified in Larimer Square that we would pay monies to a Merchants association as did everyone else. No one can agree on what to do with the money, no one will agree to serve as president and the hassle of organizing 60 shop and bars and restaurants to agree on the spending of promotional monies is pointless and ridiculous. FHMC should control this and should be prepared to outline to leasees what it proposes to do with the funds before they sign. Significantly on Bourbon Street they have recently formed a Bourbon Street Association to allow the street to work together to solve common problems. It is my guess that they will never solve anything as these diverse peoples can never agree on anything.

Within the framework of this environment the following outlets might be approached regarding this area:

1. Your Father's Mustache - already discussed
2. Old Spaghetti House - a chain of three restaurants in the west, Portland, San Francisco and Vancouver, featuring only spaghetti sold in a turn of the century atmosphere.





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3. Brennans - New Orleans' most famous restaurant - now with branches in Houston and Dallas they might be interested in being part of this historic area.

4. Longchamps - they have many operations, among them Luchows, Steak and Brew which might be acceptable and compatible in this area, as well as being AAA clients.

5. Restaurant associates - the other major restaurant chain specializing in fine food, including Mama Leone's and others.

6. Howard Johnsons - they would be interested in selling an outlet which would be consistent with the era.

7. Bratskellar - German beer house now in Larimer Square and Ghiradelli Square.

8. Anthony's - the operators of Boston's Pier 4 and other fine restaurants should certainly be approached.

9. Fisherman's Cove - an elegant sea food restaurant now in Denver and Cleveland with excellent food.

10. Lennie's - a Boston nightclub now on the turnpike which has been in existence for 10 years, now looking for a downtown location.

11. The Improper Bostonian - Soft and commercial rock and dance music.

12. Pillsbury - they have various franchises such as a pie shop with pies only which they would be happy to adapt to our era.

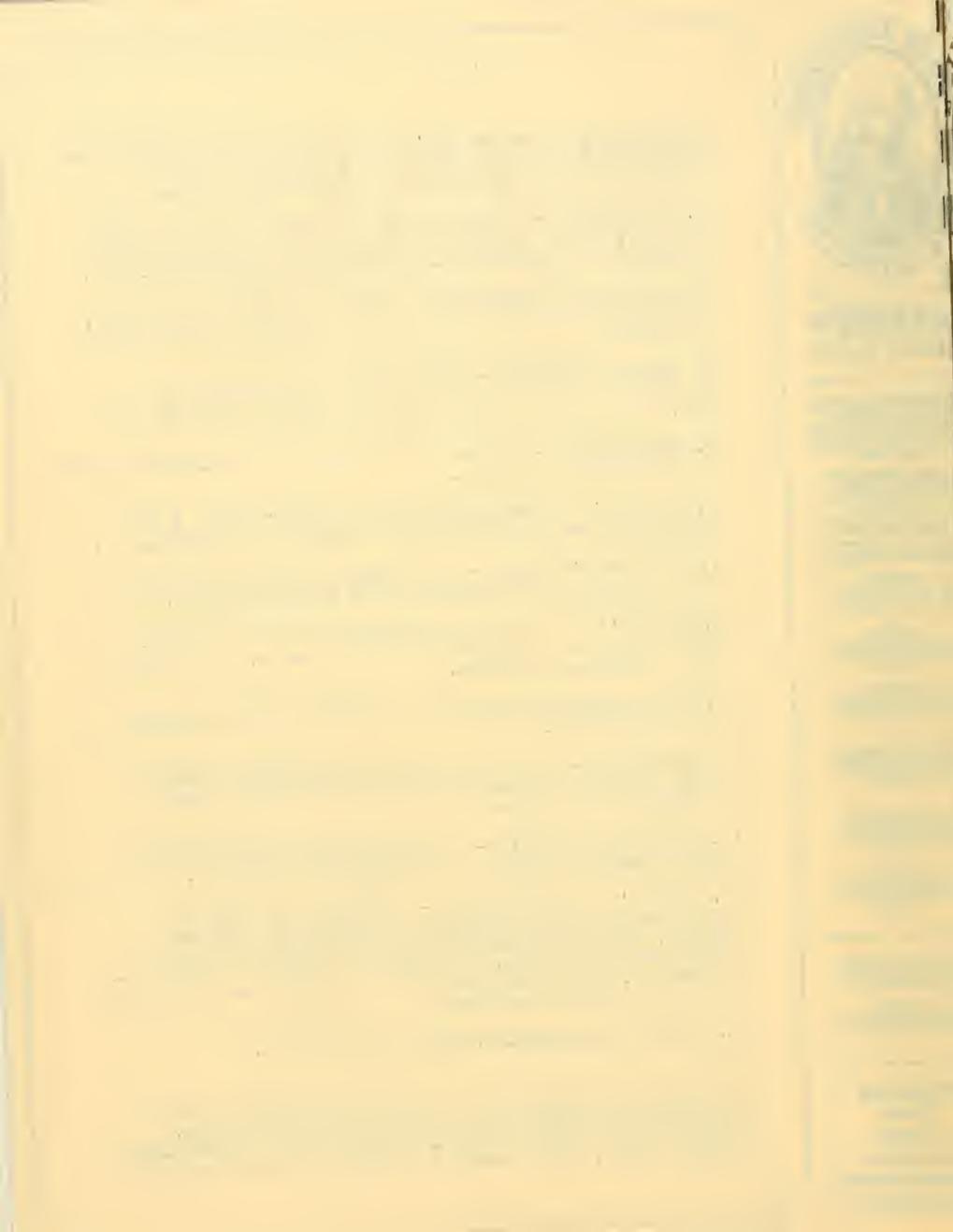
13. Preservation Hall - A new Orleans jazz tradition which could be presented successfully in Boston.

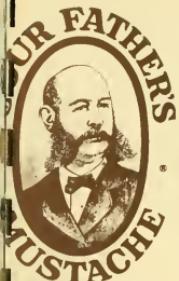
14. Watney's or Whitbreads - English beer companies which have invested heavily in beautiful pubs in Europe, which are prohibited from doing so in the United States, but would be happy to lend their expertise. Their craftsmanship is superb and the effect is intense and successful.

15. Boston restaurants willing to relocate.

And finally in this area it is important that a wide diversity of tastes be served by the restaurants. There must be coffee shops, disguised but nonetheless coffee shops, there must be budget meals and expensive

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ones, there must be places for families and for lovers there must be places for snacks, for coffee, for tea, for beer, for champagne and so on. Accordingly, there must be a minimum of 8 places before there should be one. Eight different establishments must agree to cooperate before the concept can really be successful and all encompassing.

Suggestions for hours are basically these. There should certainly be food available 24 hours a day somewhere in this facility, and the leases should require someone to stay open 24 hours a day and make food available at alltimes. Breakfast is important, as is coffee during the mornings and rolls for tired executives, eating after bars close is a great pastime of employees, as well as customers, and so on. The location and the scope of this project makes it necessary to and in fact possible to afford this smorgasbord of food and food availability.

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# LEISURE IN THE SEVENTIES

## ON THE TOWN



ON NEW YORK's First Avenue "strip"—running from about 59th Street up to 86th—you can tell a great deal about someone just by which bar he enters. The median age of the crowd at each bar, for example, climbs steadily as you move up the avenue, beginning with the teeny-boppers at 59th, the low-20s at 64th, the around-30s at about 75th, and so on. You can also find bars catering to singles, swinging marrieds, divorcees or homosexuals, to stewardesses, nurses and interns, jocks, cinema buffs, admen, interracial couples, pseudo sophisticates, the literary or the arty crowd. Since the bars change ownership and sales pitches faster than women's fashions, they offer a continuously changing spectrum of social intercourse—often followed by sexual.

By no means unique, the strip offers in relatively pure form many of the elements that will characterize much of our leisure-time activities and facilities on the town during this decade and beyond: a high degree of specialization and narrowly focused appeal to a particular clientele; a widely varied multiplicity of establishments offering the consumer a much broader choice of recreation than he has had in the past; and, frequently, a concentration of these facilities in relatively small, well-defined areas.

"People have a desire to be with

By FREDRIC C. APPEL

people like themselves," says Malcolm D. Rivkin, a Washington-based urban planner. This is reflected not only in the highly specialized bars but in residential patterns such as communities designed specifically for young singles, the retired and elderly or young swinging marrieds. By zeroing in on a particular group, Rivkin explains, a bar owner or restaurateur can provide superior service with far greater efficiency. He can tailor his offering to the needs and desires of that group and not worry about having to create a broad-based appeal. The nation's growing population now makes this approach economically feasible by providing sufficiently large numbers of people in these narrow groups to support specialized establishments.

Agreement on the prospects of recreational specialization extends even to the heretofore mass-cult movie industry. Among a growing group of West Coast moviemakers encouraging this new trend is San Franciscan Bill Bushnell. The former managing director of the American Conservatory Theater, Bushnell, with his four partners, now heads a Seventies-style motion-picture company that is presently at work on several films. It's his belief that today's young audiences are far more sophisticated and demanding than their parents. They will no longer be satisfied by the old Hollywood formula that attempts to give something to everyone and offend no one. Moviemakers of the Seventies, Bushnell and others say, will take a different approach. First, by adopting the *cinéma vérité* technique, shooting almost exclusively on location and not worrying about less-than-perfect lighting, etc., they eliminate the monstrous costs of constructing and maintaining the sets and sound stages that brought many of Hollywood's major studios to near financial ruin. Second, by using young, relatively unknown actors, the new moviemakers avoid the other Hollywood pitfall—the fantastic salaries demanded by big-name

stars. Freed from these high-overhead economics, the new moviemakers are already producing films on budgets as low as \$300,000, which make it possible to turn a profit on movies that appeal to a narrow population group and allow them to deal in depth with virtually any subject of importance and make meaningful, personal statements about it.

This new latitude is beginning to spearhead the recovery of the movie industry. "We don't need gimmicks to bring audiences into the theaters," says one moviemaker. "What we need is good scripts and good screenplays. If we put a good story on the screen, the audiences will come to see it." Producers agree that there are also likely to be many more movies made in the Seventies, both good and bad, than in past decades. Because of the low budgets and the dispersion of the industry, a number of untalented amateurs are likely to enter the field; but, at the same time, more talented film makers will be offering moviegoers a better selection of superior films. Like the First Avenue bar-hoppers, moviegoers in the Seventies may look forward to a much wider choice than they had before of offerings that have been carefully tailored to the tastes of one or another group.

Also like the bar-hoppers, they may find their choices centered on a relatively small, well-defined geographical area, according to Gordon Stulberg, president of Cinema Center Films in Los Angeles. A number of movie exhibitors, he says, are experimenting with so-called minitheater complexes, in which a single building houses as many as six separate theaters, each somewhat smaller than traditional moviehouses, in recognition of the limited appeal of the new special-interest film fare. In some of the complexes now under construction, says Stulberg, the minitheaters are arranged around a central projection booth, so that one or two projectionists (continued on page 150)



## ON THE TOWN (continued from page 144)

can operate four projectors showing four movies in four theaters at the same time.

Concentration in theater districts is traditional for the legitimate theater, but these districts may be dying, according to impresario David Merrick. Since it's not unusual for six or more Merrick hits to be playing on Broadway at one time, such pessimism about the future of Broadway theater must be taken seriously. Asked what he might be producing on Broadway in 1980, Merrick said he didn't know whether there would be a Broadway theater in 1980. Inflation is killing Broadway, says Merrick. Costs of production have doubled since he opened *Hello, Dolly!* six years ago, and they aren't susceptible to much pruning, even with more reasonable agreements with the stage unions. As a result, he admits, ticket prices are too high. They are becoming a luxury that most people can no longer afford. But he is unable to charge less. Furthermore, it's getting more and more difficult to attract the money needed to back new plays.

Merrick is also distressed by the lack of good new plays and good new talent coming into the Broadway theater today. "Broadway doesn't generate the same excitement and glamor it once did," he says. "It no longer grabs people in the same way." As a result, potential playwrights are no longer attracted to Broadway and they go into other fields. Merrick sees no hope for a theatrical resurgence in most of the theatrical experiments now in progress. Theater in the round has existed for a long time and has been a relative failure. Audiences don't like to have the actors so close to them, says Merrick. And he thinks stage nudism is merely a passing fad and that the new participatory theater—in which the patrons become a part of the show—has aroused strenuous objections among many audiences.

Merrick is equally pessimistic about the off-Broadway and regional theaters. They have lower costs, sketchy sets, cheaper actors and are consequently often amateurish and bad; for these reasons, they have an even higher failure rate than Broadway. All of which may explain why Merrick plans to abandon the theater and turn his energies to movie production. But not everyone, fortunately, feels as he does about the theater. While acknowledging the difficult money problems and a current but perhaps temporary shortage of good new material for Broadway, drama critic Elliot Norton predicts that the theater will shrink for a while, with fewer plays being produced, but that it will come back strong eventually—as it has in the past.

If the future of the legitimate theater looks bleak, at least for the next few

years, the current trend to specialization could provide the key to a resurgence in the even more depressed night-club industry. Enrico Banducci, owner of San Francisco's now-defunct hungry i, says the days of the big, lavish general-audience clubs are over except in a very few tourist centers, such as Las Vegas and Miami. They will be replaced, he predicts, by many small *intime* clubs catering to special groups. The old clubs, he says, were based on principles and conditions prevalent during the days of Prohibition and just after, when audiences could be pulled in merely by offering liquor service, big-name entertainment and lots of pretty girls. To get all that, audiences were even willing to accept generally mediocre food at excessively high prices. This kind of club is no longer possible in most cities, says Banducci, since audiences today can get liquor and better food at home and big-name entertainment on television.

Night clubs in the Seventies, Banducci predicts, will be able to provide the better food, service and entertainment demanded by today's audiences by catering to particular groups whose tastes can be clearly identified and whose pocketbooks can support those tastes and the clubs that satisfy them. He also predicts the emergence of the so-called compartmentalized night club, similar in many ways to today's Playboy Clubs. Instead of a single big room, the club would consist of a series of small rooms, each devoted to a different function. One room might offer quality dining without distraction; another, dancing; and a third, entertainment.

Night-club entertainment in the Seventies, Banducci believes, is likely to be dominated by young comedians making serious social comment. Freed from the limitations of having to satisfy a broad-based audience with varied sensibilities, they will be able to probe deeply into the issues of the day without fearing that they will offend or alienate any significant segment of the public. People will select their night clubs not only because of the quality of the food, drink and atmosphere offered but also on the basis of the social and political views held by the crowd to which the club caters.

Most on-the-town activities in this decade—theater in particular—are likely to get a healthy boost from the restaurant industry, according to Richard Blumenthal of Restaurant Associates Industries. All entertainment activities today, including restaurant dining, suffer from a number of annoying problems associated with parking and transportation from one activity to another, but Blumenthal reports that many restaurateurs are considering "packaging experiences." This

could be achieved either by offering two activities in the same place, such as dinner with theater, or by providing dinner, transportation and theater as a complete package for the customer. A number of establishments already are offering dinner-theater packages, including a New York restaurant that transfers its diners to the theater by special bus and a Washington restaurant that presents complete Broadway musicals, such as the venerable *South Pacific*, right on the premises. Another activity that is or will be offered with dinner is shopping. In Los Angeles and elsewhere, a number of restaurants have made arrangements with high-fashion women's stores to present fashion shows during the lunch periods. In addition to entertaining the diners, the models often present a short sales spiel and are prepared to take orders for the clothing on the spot. In New York, Blumenthal reports, at least one restaurant is working out a deal with a number of Fifth Avenue stores whereby women having lunch could make arrangements, via courtesy telephones at the tables, to be picked up at the restaurant, transported to the store and taken on tours of the store's departments by hostesses. In the sense that night clubs package experiences in this way, Blumenthal seconds Banducci's prediction that night clubs may also enjoy a resurgence.

Just as in other leisure activities, restaurants, too, will follow the trend toward concentration and multiplicity. So-called restaurant rows—small areas, such as Los Angeles' Sepulveda Boulevard, in which many restaurants are concentrated—make sense for the industry, says Blumenthal. In such a district, one could expect to find associated services needed by the diner, such as parking lots and taxi stands. In fact, in any new construction or urban renewal, they could be planned into the project. As an illustration, he cited his company's three restaurants in New York's Pan Am Building: Zum Zum, a fast-service establishment, Trattoria for informal dining and Charlie Brown's for more serious, formal dining. A parking garage is available in the building; taxi stands are right outside; the Broadway theater district and the Fifth Avenue shops are within walking distance; and Grand Central Station, from which suburbanites can arrive and depart, lies directly below via escalators.

Restaurants are also likely to become more specialized in their offerings and appeals. In addition to the public's increasing sophistication about various exotic cuisines, a growing scarcity of trade personnel—chefs, bakers, waiters, et al.—is forcing the emergence of a new, informal type of restaurant in which diners participate in the preparation and/or service of their meals. The industry has failed to attract young people, despite

(continued on page 294)







## ON THE TOWN (continued from page 150)

salaries ranging up to \$50,000 a year for headwaiters and top chefs. And as the European economy has boomed, Europe has dried up as a supply of restaurant people. The result is that the clientele will have to help themselves.

One restaurant, Blumenthal speculates, might have its customers put together their own appetizers from an antipasto buffet. A number of restaurants that now permit diners to pick out their own live lobsters or their steaks might go a step further and allow customers to cook them at the table on hot plates or hibachis. At least one California restaurant now has its customers make their own salads. In family establishments, service requirements could be reduced by having the head of the table serve the food and possibly even carve the roast. And one New York restaurant is experimenting with allowing customers to mix their own drinks at the table, leaving the bottles there and figuring out later how much was used.

Problems in another industry—banking—also are likely to make dining out (as well as other on-the-town activities) more convenient, says Louis F. Reale, president of Riggs Computer Center and a vice-president of Riggs National Bank in Washington, D. C. The nation's banks are rapidly sinking into a morass of paper that is costing tens of billions of dollars a year to process, and the credit-card society has only added to the paper deluge from the transfer of money. To solve the problem, Reale reports that the banking industry is looking to the computer for electronic money transfer. A person's money would exist almost entirely as an electronic signal on a magnetic tape and would be transferred from employer to employee, from consumer to store, from bank to bank, by computers communicating with computers. Yet the new system wouldn't entirely eliminate the need for real money, Reale notes. For example, the on-the-town reveler might find that offering an electronic credit card to a New York cabby is hazardous to his health. The computer plus a money system, therefore, might mean taking along enough pocket money for such minor goods and services and paying for higher-priced items by direct electronic transfer of funds from his bank account to whatever establishments he patronizes. Besides eliminating the need to carry a lot of money, this also would end the embarrassment at finding himself short of cash during an evening on the town.

When fully developed and implemented, such a system could obviously handle many other leisure-oriented services. Reale sees no significant obstacles to utilizing a nationwide computer-based

money-transfer system to handle reservations and tickets for plays, concerts, restaurants, sporting events and associated services. Suppose, for example, you were planning to drive into town from the suburbs for a dinner-and-theater evening. A single telephone call to the computer center might accomplish the following: estimate times for dinner and travel to the theater based on accumulated data on conditions in the restaurant and theater areas, reserve a parking space near the restaurant, book a table at the restaurant and preorder dinner, if desired, recommend transportation between the restaurant and the theater, reserve seats in the theater, provide any other details—and automatically pay for everything electronically. Not only would the planning, preparation and payment for an evening on the town be made much easier but it also might eliminate such problems as parking at one's destination or colossal traffic jams in the theater district.

Since a central data bank would know how many reservations it had made for each facility on a particular evening, it might be able to regulate the flow of people in a smoother, more efficient manner than the current unorganized system, in which each establishment takes reservations without considering what's going on next door. The computer, for example, might advise the client that although a table is open at his favorite restaurant, the nearest available parking space is seven blocks away. It might further suggest either alternative restaurants of the same type or another mode of transportation into town.

While such a system is a logical application of computer technology and a distinct future possibility, Reale says not to look for it tomorrow. The capital investment required to establish such a system would be enormous. Secondly, several recent attempts to establish far more limited, computer-based nationwide reservations and ticketing networks for major theatrical and sporting events have failed miserably, with accompanying major financial losses to the backers. Reale doesn't visualize the complete system in operation during this decade, but parts of it may begin to appear soon. Airline and hotel reservations are already computerized to a large extent. A limited number of companies already are paying their employees by transferring their salaries directly into their bank accounts. Such developments are likely to become more widespread in the next two years.

A major breakthrough will occur with the development of low-cost electronic terminal equipment that can connect banks directly with the points of sale, possibly via telephone wires. When this

occurs, Reale explains, a store or a restaurateur could instantaneously verify a customer's ability to pay and could effect an immediate transfer of money from the customer's account to its own at the moment of purchase, all without the use of any currency. As the system developed, computers could take over other financial transactions, such as bill paying (already in limited use), budgeting and financial planning and tax computation and filing. To arrive at this point, however, banks would have to reach nationwide agreement on compatible electronic equipment and Federal legislation would probably be required to protect consumers against invasion of privacy. Credit reporting by bank computers, for example, would most likely be prohibited. Other problems arise in securing fraud-proof identification. One leading method under development is identification by a person's voice print—the individual electronic pattern a person's voice makes on an oscilloscopelike instrument. As the problems are solved and the system proliferates, another on-the-town annoyance—the need to handle money for everything—will for the most part be removed.

The annoyances and problems of transportation are likely to remain with us, although some improvements are at least possible. The difficulty lies in the very nature of transportation: To effect an improvement, even a small one, it must occur throughout the system. In other words, a milelong stretch of six-lane highway isn't likely to move a person very fast if a two-lane road lies at either end. Furthermore, even a minuscule improvement in a transportation system generally requires billions of dollars and many years to achieve.

Some improvement can be made, however, not by increasing the capacity of the transportation system but by decreasing the demand. That is, reduce the amount of travel required to bring the leisure activity and the consumer together. This is precisely what the concentration of entertainment facilities into small areas, such as the restaurant rows, attempts to do. By further concentrating activity areas, such as restaurants, bars, night clubs and theaters, into closely adjacent or mixed entertainment districts, the demand for transportation will be sharply reduced. Then, if a major transportation facility, such as New York's Grand Central Station, with its complex of commuter trains, subways, buses, taxi stands and parking lot, is incorporated into an entertainment district, the transportation problem will diminish even further.

Outside the big cities, a similar concentration process is occurring on a small scale in many suburban shopping centers and in the new towns that are beginning to crop up around the country. In these areas, planners are attempting to group



freeways complete with traffic jams. For those leisure seekers of a more subdued nature, gourmet and winetasting clubs are gaining in both number and membership. Many of them host special dinners or winetasting sessions either in selected restaurants or in one another's homes. It need not be an expensive hobby. One club staged a wine-tasting devoted to inexpensive domestic vintages. The idea was simply to pick the best wine of the group, even though the choice was restricted to those costing less than two dollars a bottle. Clubs devoted to gourmet food may put on a dinner once a month at each member's home in rotation. Thus, if 12 couples belong to the club, each one may give a dinner once a year. Or the club may decide to break up the routine by having its monthly dinner in a restaurant several times a year.

As most of us know, even pure sex has become a club affair—a trend that is likely to become even more widespread before 1980, according to some social scientists. Informal date- and mate-swapping clubs exist in virtually every major city in the nation. The process has been formalized in some cities where bars and night clubs openly dedicated to partner swapping have sprung up. Some Southern California nudist camps, normally devoted to sun worship and the like, have been staging a special "swingers' night" once or twice

a week. The latest organized sex club devotes its efforts to full-fledged orgies involving as many as 30 or 40 participants playing together in various forms of group sex. According to some observers, there are now orgy clubs in every major U.S. city.

You may find that none of the leisure activities of the Seventies suit your libido or life style. But it's not likely. The primary fuel that has already boomed the leisure market into today's 150-billion-dollar industry is the unprecedented amount of time and money Americans have to spend. For perhaps the first time in history, the great mass of Americans can afford to devote a significant portion of their lives to the pursuit of pure pleasure. In earlier times, unless you were a member of the wealthy and privileged class, you wouldn't have been concerned about the problem—because you simply wouldn't have had enough free time to spend thinking about it, let alone the funds to spend filling it. All that, fortunately, has changed for most of us, and the leisure industry intends to provide you with an increasingly large and varied array of leisure-time options tailored to your tastes and needs. If you can't find something worth while to do among all that's being planned for your pleasure, of course, you can always get a second job.

response to the burgeoning demand by adults to go back to school to study everything from theater appreciation to basket weaving and astrophysics.

Many sociologists attribute this trend, at least in part, to a predictable reaction against television watching. They note that the television industry has grown from an \$8,700,000 midget in 1948 to a two-billion-dollar giant that dominates today's family entertainment and, according to some estimates, occupies almost six hours a day of the American family's time. Much of this spectacular growth, they say, was derived from the newness of the medium, its relatively low cost and the convenience of staying home—charms that are rapidly wearing thin. Now, say the sociologists, people are becoming increasingly critical of the quality of television programming and are reacting against the total passivity of TV watching. Moreover, despite a number of projected improvements in home fare and electronic techniques, the need to do something active remains a powerful force in moving people out of their homes in search of other activities.

An almost unprecedented art boom, for example, is under way. The number of art schools in Los Angeles alone has climbed from 50 to 350 in just the past several years. Across the street from one gallery on Los Angeles' growing La Cie-

nega art strip, a parking lot, formerly filled with cars, is now populated by a mob of amateur artists sitting on folding chairs amid a multicolored sea of canvases that they are offering for sale. So many amateur artists desire and are willing to pay for space in which to display their work that many parking-lot operators have found it more profitable to rent a few square feet to these artists than to drivers.

Just as art is booming, so is almost everything else even vaguely associated with culture. Amateur theatrical groups, opera societies, ballet companies, book clubs, even organizations devoted to the revival of ancient sports, are springing up all over the country. Both New York and California have croquet leagues in operation. The sport of falconry is being revived. Professional soccer leagues are bidding for national acceptance. And a number of lesser-known sports, such as lacrosse, rugby, judo and fencing, are developing substantial followings through a growing number of amateur clubs in major metropolitan areas. Among such outdoor activities, boating as a sport on city or nearby waterways has experienced an almost unprecedented boom. Indeed, many marinas and waterways, jammed with an estimated 8,600,000 boats, are coming to resemble urban









FIND A BARGAIN - SUNDAY AFTERNOON  
Opening - Boston



ANTIQUES  
ARTS AND  
ANTIQUES



# ARTS & ANTIQUES FAIRS INC.



11 WARREN STREET, NEW YORK 10007



(212) 233-6010

November 2, 1970

Mr. Roger Webb, President  
Architectural Heritage, Inc.  
Faneuil Hall Market Building  
South Market Street  
Boston, Massachusetts 02109

Dear Mr. Webb:

I am presently associated with Arts & Antiques Fairs Inc., in New York City, which sponsors antiques fairs and flea markets throughout the metropolitan New York area. During my association with this organization, which is considered the nation's leading antiques show promoter, I have been instrumental in starting a weekly flea market series in Westchester county and have done extensive work on the New York Flea Market and the National Antiques Show at Madison Square Garden.

The New York Flea Market, now enjoying its seventh year, has become somewhat of an institution here, presenting itself as a weekly cultural, entertainment and tourist attraction. After studying the Boston area and talking to many antiques dealers in New England, I feel that Boston is a natural site for the institution of such a show. I would like to commence operation in the spring of 1971 and am interested in the possibility of using the Faneuil Hall Market area for this project.

Although I will follow the basic format of the successful New York Flea Market, I will be adapting this show to the personality of Boston and its residents. Philadelphia, in fact, which has followed the New York example, has recently established a flea market in its own tradition. Thus, I envision establishing an institution in Boston which will not



only appeal to every segment of the community--student as well as long-time resident--but one which Boston will be proud to offer as a major attraction to the tourist.

As currently conceived, the Boston flea market would be an assemblage of antiques dealers and artists who would rent space from me on a per diem or commission basis. I will be totally responsible for contacting and soliciting the exhibitors, promoting the show and managing the show operation. I have complete financial backing for this enterprise and will be marketing this as the first urban weekly professional antiques show in New England.

I will be planning a weekly promotional program, assuring both the public and the press of variety from week to week. For instance, a "surprise" visit by a celebrity, an unusual historical exhibit or a strolling barbershop quartet might be the promotion of the week. Furthermore, I will arrange for a certain percentage of admission receipts to be turned over to a local charity. The exact percentage and frequency of such an arrangement is to be worked out at a later date.

Sincerely,

*Pamela Carson*

(Miss) Pamela Carson

ARTS AND  
ANTIQUES  
FLEA MARKET





On a bright Sunday afternoon, browsers, shoppers and swappers make the scene at the New York Flea Market, at 25th St and Sixth Ave. Prices are from a few coins to thousands of dollars. The knowledgeable visitor sometimes gets a great buy







# VAPPI & COMPANY INC BUILDERS-CONTRACTORS

240 Sidney Street • Cambridge • Massachusetts 02139 • TR 6-7505

C. VINCENT VAPPI  
PRESIDENT

November 20, 1970

Faneuil Hall Markets Landmark Corporation  
Faneuil Hall Market  
Boston, Massachusetts 02109

Attention: Mr. Roger S. Webb, President

Gentlemen:

This is to advise you of Vappi & Company's interest in being associated with the Faneuil Hall Markets Landmark Corporation which is endeavoring to obtain designation by the BRA for the restoration and development of the Faneuil Hall Markets in Boston. We are prepared to provide additional consulting and estimating services as needed. Should you receive designation by the BRA during the preparation of plans and specifications for the work involved, we would then look forward to performing the construction work for the completion of this project.

Very truly yours,

VAPPI & COMPANY, INC.

*C. Vincent Vappi*

C. Vincent Vappi  
President

CVV:gbc







Institute of Contemporary Art

33 Beacon Street  
Boston, Massachusetts 02108  
617 227-6940

17 November 1970

Mr. Roger Webb  
Faneuil Hall Markets Landmark Corporation  
Faneuil Hall Markets  
Boston, Massachusetts 02109

Dear Roger:

Regarding our many conversations concerning collaborative efforts on the parts of the Institute and Faneuil Hall Markets Landmark Corporation, the Institute would be most anxious to collaborate with all aspects of indoor and outdoor exhibitions, including sculpture, painting, environments, etc.

I look forward to hearing from you soon about such collaborative efforts.

Very sincerely,

Andrew C. Hyde  
Director

ACH:lh





November 17, 1970

Mr. Roger S. Webb  
President  
Architectural Heritage  
Faneuil Hall Market  
Boston, Mass. 02109

Dear Roger:

On several occasions in the past three years, John and I have had the opportunity in Denver and Boston to review with you the Faneuil Hall Market project and the meaningful progress that has been made. We are hopeful the experience of Larimer Square, six years in the making and currently moving toward completion, has been of value to you.

Certainly, from the vantage point of the hinterlands in Denver, the total approach of Boston's planning and redevelopment agencies in maintaining the historic fabric of the city and introducing powerful new architecture of 20th century merit appears to be among the best in the country. We are filled with envy and admiration.

As we told you in June, we are particularly encouraged by the job you have done in connection with the redevelopment of Old City Hall on a sound economic basis. This achievement coupled with the excellent planning we have seen for the Market should insure the success of the new project -- that is, if you are able to win the award.

From our experience, which is somewhat unique in the real estate development business, we are strong in the belief that projects like Larimer Square and the Faneuil Hall Market must be achieved through unified central management on a long term lease or ownership basis.



Mr. Roger S. Webb  
November 17, 1970  
page 2

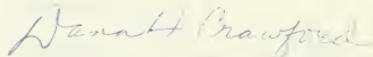
All the techniques of the well established shopping center complex have to be used as well as a few new ones that only people particularly interested in the preservation movement could dream up. Quality in everything and the careful selection of an appropriate tenant mix are the keys. In a project as large as Boston's, the Markets can be developed over a period of years, but the immediate opening of a few key tenant establishments will have a remarkable impact on the spirit of the city and its reputation as an exciting place to visit.

We wish you well in your presentation. With special attachments to the Boston area, John and I would hope to explore further the role we could play to help you bring the Markets project to a prompt and successful completion. The competence you have already demonstrated would make us eager to continue to assist in a very tangible way.

Please let us know when we can be of further assistance. Under separate cover, I am sending several posters which we've found useful in telling the Larimer Square story. It truly is a market place.

Best regards.

Sincerely,



Dana H. Crawford  
General Partner  
Larimer Square Associates



STW CORPORATION  
SUITE 500  
79 MILK STREET  
BOSTON, MASSACHUSETTS 02109  
—  
(617) 542-3631

November 17, 1970

Mr. Roger Webb  
Faneuil Hall Markets Landmark Corporation  
Faneuil Hall Markets  
Boston, Massachusetts, 02109

Dear Roger:

I look forward to being part of the team on  
the renovation of the Markets.

I will provide the same financial consulting  
services that we used on the Boston Old City Hall  
Project, assisting you in the projections and  
control of all phases of the project.

Sincerely yours,

*David Thorndike*

David Thorndike  
Vice President

DT:pt





November 20, 1970

Mr. Roger S. Webb, President  
Faneuil Hall Markets Landmark Corporation  
Faneuil Hall Market  
Boston, Massachusetts 02109

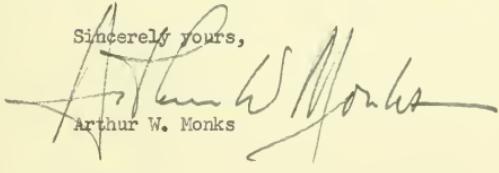
Dear Mr. Webb:

Arthur Monks Associates Inc is very pleased to be named as a member of the team involved in the development, renovation and restoration of Faneuil Hall Markets as a viable element of the Boston waterfront, and we look forward to working with you in those areas relevant to our abilities during the coming months.

We feel we have been successful in acquainting the business community and the general public with the attractions of Old City Hall, and we are sure we can achieve similar results for Faneuil Hall Markets Landmark Corporation.

With every good wish for the success of this exciting project, I am

Sincerely yours,

  
Arthur W. Monks

AWM/cmh





# Old Sturbridge Village

STURBRIDGE, MASS. 01566

Tel. (617) 347-3362

*A LIVING MUSEUM OF EARLY NEW ENGLAND*

Office of the President

November 17, 1970

Mr. Roger Webb, President  
Faneuil Hall Market Landmark Corp.  
Faneuil Hall Market  
Boston, Massachusetts 02109

Dear Roger:

Ever since the Preservation Planning Conference held in the Village in 1967, I have followed with much interest the work of your organization in its efforts to preserve this wonderful historic landmark. As preservationists, we at the Village are delighted to know that a new phase is about to begin which you expect will culminate in the development of the building as a self-supporting property. Please do not hesitate to call upon us if we can be of help. We'd be glad to assist in any way that we can.

Sincerely yours,

Alexander J. Wall

AJW:hr



# Massachusetts Historical Society

1154 BOYLSTON STREET, BOSTON

MASSACHUSETTS 02215

19 November 1970

Mr. Roger S. Webb, President  
Faneuil Hall Markets Landmark Corporation  
Faneuil Hall Market  
Boston, Massachusetts 02109

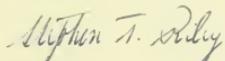
Dear Mr. Webb:

I would be glad to serve as an advisor, in my personal capacity, to your corporation in the restoration and rehabilitation of Boston's Faneuil Hall Markets. I have been pleased to serve in a similar capacity for Old City Hall and am delighted to see that project drawing to a successful conclusion.

Of course I have followed the progress of the Markets project with interest over the years, from the feasibility study initiated by Architectural Heritage and the Society for the Preservation of New England Antiquities in 1967, to the present.

The next phase will require a development team of proven sensitivity and competence. I am pleased to assist you in any way that I can to insure that this project achieves the success we have produced with Boston's Old City Hall.

Sincerely yours,



Dr. Stephen T. Riley, Director  
Massachusetts Historical Society

STR/mg



# National Trust for Historic Preservation

748 JACKSON PLACE, N. W. WASHINGTON, D. C. 20006

(202) 382-3304



November 17, 1970

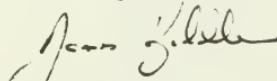
Mr. Roger Webb, President  
Faneuil Hall Markets  
Landmark Corporation  
c/o Architectural Heritage, Inc.  
Faneuil Hall Market  
Boston, Massachusetts 02109

Dear Mr. Webb:

It is with great pleasure that I acknowledge the newly formed Faneuil Hall Markets Landmark Corporation as the non-profit developer of the highly important project to preserve the historic Quincy Market complex in the area surrounding Faneuil Hall. It is especially significant as the culmination of earlier planning efforts by Architectural Heritage, Inc., and the Society for the Preservation of New England Antiquities in behalf of the Boston Redevelopment Authority. These plans were ably prepared by Frederick A. Stahl, AIA.

You are to be congratulated for taking these important private preservation initiatives and coordinating your work so effectively with the HUD historic preservation program.

Sincerely,

  
James Biddle  
President

cc: Dr. Walter Muir Whitehill



TELEPHONE  
AREA CODE 603  
436-6010



PLEASE ADDRESS REPLY TO:  
STRAWBERRY BANKE, INC.  
BOX 300  
PORTSMOUTH, N. H. 03801

CAJ/1272/bt

STRAWBERRY BANKE, INC.  
HANCOCK AND WASHINGTON STREETS  
PORTSMOUTH, NEW HAMPSHIRE

November 18, 1970

Mr. Roger Webb,  
Faneuil Hall Markets Landmarks Corporation,  
Faneuil Hall Markets,  
Boston,  
Massachusetts 02109.

Dear Roger,

I have read of the proposals of Faneuil Hall Markets Landmarks Corporation for the redevelopment of the Faneuil Hall Markets to provide for their re-use as commercial and residential units. In the light of what you have already accomplished with Boston's Old City Hall and the tradition that you have there established, your new effort is one of real importance.

It is a pleasure to express approval of your efforts to safeguard Boston's heritage through your professional competence and sincere appreciation of the value of historical preservation which have merited the support of the Boston Redevelopment Authority.

Certainly your work is commendable and I wish you every success in the forward-looking endeavor.

Sincerely,  
*Carl A. Johnson*  
Carl A. Johnson,  
Executive Vice-President,  
Strawberry Banke, Inc.







**ROBERT A. WEAVER, JR. & ASSOCIATES**

*225 Franklin Street, Boston, Massachusetts 02110*

*Telephone: 617-426 7801 Cable: WEABOST*



16 November 1970

Mr. Roger S. Webb, President  
Faneuil Hall Market Landmark Corporation  
Faneuil Hall Market  
Boston, Massachusetts 02109

Dear Mr. Webb:

We were very interested in discussing the details about the redevelopment of the Faneuil Hall Markets area; which we have been carefully following since it was first talked about. This project will be an exciting addition to the architectural, civic and social life of the City of Boston.

The uniqueness of this area compliments our established business practice, and the space concept seems perfect for our needs. Therefore, we are definitely interested in discussing definitive arrangements to net lease approximately 15,000 square feet of office space in the Dock Square end of the North Market Street Building.

We prefer to take a 25 year lease on the restored shell of this end of North Market and make the interior improvements ourselves. We understand that these interior renovations could approximate \$30 per square foot, on 15,000 square feet which would total approximately \$500,000 in improvements on the premises.

We have been impressed with the rehabilitation of Boston's Old City Hall and sincerely hope that Architectural Heritage, Inc. is successful in this new and exciting venture. They certainly are the logical group to direct this kind of project.

We understand that the City of Boston will conclude negotiations with the developers soon. We hope so. We are aware of your timetable and it could fit us perfectly.

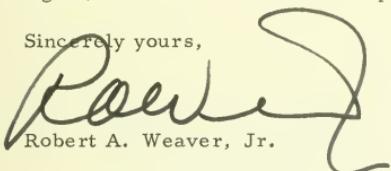
We hope and expect to get into final negotiations as soon as the Faneuil Hall Markets Landmark Corporation becomes the designated redeveloper.



Mr. Roger S. Webb, President  
Faneuil Hall Market Landmark Corporation  
Page #2

Again, we are excited about the project and look forward to its completion.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Robert A. Weaver, Jr." The signature is fluid and cursive, with "Robert" and "Weaver" being the most distinct parts.

Robert A. Weaver, Jr.

RAW/je



# COLE & ASSOCIATES

INCORPORATED

TEN POST OFFICE SQUARE • BOSTON • MASSACHUSETTS 02109 (617) 542-7191  
MANAGEMENT CONSULTANTS

November 3, 1970

Mr. Michael B. Sherman  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Sherman:

We were very interested in learning the details about the Faneuil Hall area and the development that is going to take place in the near future.

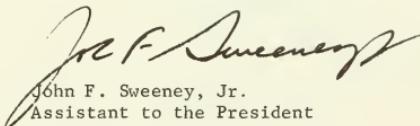
Over the years we have built up a reputation with our clients who know us for our work and for the fact that we are based in Boston. For a consulting firm, reputation and association are extremely important; therefore, we can see its being advantageous, perhaps, to become a part of this new area from the beginning.

Pending your final negotiations with the City of Boston as to price, terms of acquisition, etc., Cole & Associates would like to indicate through you a strong interest in leasing space in this project.

Please keep us informed as to its status and progress.

Sincerely,

COLE & ASSOCIATES, INC.



John F. Sweeney, Jr.  
Assistant to the President

JFS/bc



WILLIAM G. PERRY, F.A.I.A.  
ROBERT C. DEAN, F.A.I.A.  
CLIFFORD D. STEWART, A.I.A.  
WILLIAM DAVIES, A.I.A.  
RICHARD G. SAWLER  
CONOVER FITCH, JR., A.I.A.  
RICHARD M. POTTER, A.I.A.  
CHARLES F. ROGERS II  
ROBERT W. DEVORE, A.I.A.

PERRY, DEAN AND STEWART, ARCHITECTS

955 PARK SQUARE BUILDING, BOSTON, MASSACHUSETTS 02116 617 482-9160

November 9, 1970

Mr. Michael B. Sherman  
The Codman Company  
683 Atlantic Avenue  
Boston  
Massachusetts, 02111

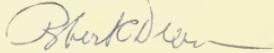
Dear Mr. Sherman:

We have examined the plans for the development of the Faneuil Hall Markets. We find them to be suitable for our operation which requires about 10,000 sq. ft. on one floor. The space should be continuous, have ready access to stairs and elevators, furnish about 100 ft. candles of light at table level, be air cooled and heated. It should be fire resistant. Janitor service should be provided.

Should you be successful in developing the property, we shall be glad to consider it.

Thank you for showing us this proposal.

Very truly yours,



Robert C. Dean

RCD:pf



LAW OFFICES OF  
BRADLEY, BARRY & TARLOW  
15 COURT SQUARE  
BOSTON, MASSACHUSETTS 02108  
(617) 227-6360

JOHN E. BRADLEY  
EDWARD F. BARRY, JR.  
EDWARD D. TARLOW  
BRUCE G. MCNEILL  
THOMAS D. CULLEN

745 WASHINGTON BUILDING  
WASHINGTON, D. C. 20005  
(202) 783-1950

November 16, 1970

Mr. Michael Sherman  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts

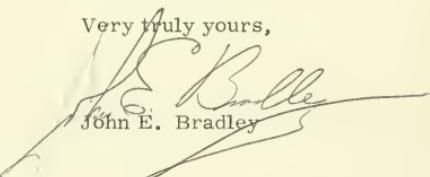
Dear Mr. Sherman:

The Faneuil Hall Markets Redevelopment sounds very interesting.  
We look forward to it and its effect on the City.

We would like to indicate our interest in negotiating a lease for  
office space with you.

Please be in touch with us when you are ready to proceed.

Very truly yours,

  
John E. Bradley

JEB:dm



FRANKLIN MANAGEMENT CORPORATION

10 Post Office Square  
BOSTON, MASSACHUSETTS 02109

445 PARK AVENUE  
NEW YORK, NEW YORK 10022  
TELEPHONE  
AREA CODE 212 421-1840

TELEPHONE  
AREA CODE 617 482-8780  
CABLE ADDRESS FRANCORP

October 30, 1970

Mr. Edward F. Barry, Jr.  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts

Dear Ed:

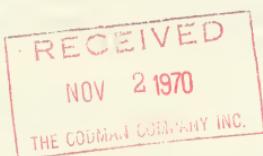
Many thanks for your letter in regard to the Faneuil Hall Markets Project. I think it would be wise for us to wait until Architectural Heritage wins the project before becoming too concerned.

Best regards,



Donald Falvey, Jr.

DF:rsd



# New England Life

NEW ENGLAND MUTUAL LIFE INSURANCE COMPANY / 501 BOYLSTON STREET, BOSTON, MASSACHUSETTS 02117 / 617 • 266-3700

October 28th  
19 70

Mr. Edward F. Barry, Jr.  
c/o Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Ed:

Thank you for your letter of October 19 regarding the developing of the Faneuil Hall area. I must say that the renderings are impressive, and it would appear that this is going to be another coming area.

At present, we cannot foresee any need for additional space in Boston; however, this is one area that we'll certainly keep in mind, as I am sure it would certainly have appeal to New England Life. Of course, our association with Architectural Heritage in taking space in the Old City Hall has already indicated that their undertakings are of the "quality" type.

Good luck in obtaining the bid.

With kindest regards.

Sincerely,  
  
William H. Bower



177 MILK STREET BOSTON, MASS. 02109 (617) 542-4458

CHARLES M. LEIGHTON  
Chairman and Chief Executive Officer

November 16, 1970

Mr. Roger S. Webb, President  
Architectural Heritage  
Faneuil Hall Market  
Boston, Massachusetts 02109

Dear Mr. Webb:

Please keep us informed on your progress in the redevelopment of the Faneuil Hall Markets. We feel that it will be a unique and prestigious project, and we are interested in leasing about 5,000 square feet of space at approximately \$9 per foot.

Your Old City Hall project has established an admirable precedent, and we congratulate you.

Sincerely yours,

*Charlie*  
Charles M. Leighton

CML/jwh



November 19, 1970

Mr. Michael B. Sherman  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Sherman:

I enjoyed discussing the Faneuil Hall Markets restoration with you and was quite impressed with the anticipated results of this project.

The Darkroom, Inc. is comprised of professional photographers who specialize in black and white custom work in both studio and on location. As we serve many large companies in the downtown area of Boston, the location of this project would be ideal for our type of operation.

Please keep us posted of the progress of the development, and we look forward to receiving more information regarding our possible tenancy in the project.

Sincerely yours,



Robert Daniels,  
President

RD:jjc

**the darkroom, inc.**



# graphics, etcetera

683 ATLANTIC AVENUE BOSTON, MASSACHUSETTS 02111

Tel. 426-3107

November 19, 1970

Mr. Michael B. Sherman  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts

Dear Mr. Sherman:

I sincerely appreciated your showing me the Faneuil Hall Markets restoration plans. It sounds quite impressive and should be received very well by the City.

Graphics, etcetera is a new concept in the new Boston, who by combining the knowledge and skills of publication specialists, with modern techniques and the newest equipment, provides complete layout design, editing, and many other creative and technical art services for many highly specialized and diverse customer requirements.

We are intrigued with the concept which you have presented to us at the Faneuil Hall Markets project and would be most interested in receiving further material as to future tenancy in the project.

Yours sincerely,

  
David Webster

DW:jjc



102 TREMONT STREET  
AT THE CORNER OF BROMFIELD  
BOSTON, MASSACHUSETTS 02108  
TELEPHONE 426-0661



SPECIALISTS  
IN THE WORLD'S FINEST  
CHEESE  
SINCE 1860

November 18, 1970

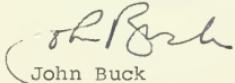
Mr. Michael B. Sherman  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Sherman:

Thank you for introducing the Faneuil Hall Markets restoration project to us. This sounds like an exciting development and one in which we would be most interested in locating one of our stores. We deal in imported and specialty cheeses, and the design and location of this development appear to be ideal for one of our locations.

Please keep us posted on the progress of the project.

Yours sincerely,

  
John Buck

JB:jjc



# METAL CREATIONS

---

JEWELRY — WEDDING RINGS — METAL CRAFT

---

Wholesale CUSTOM WORK Retail

2 Bow Street c/o P. O. Box 266

Cambridge, Mass.

Codman Co.

Attn. to Mr. Rodger Dashaw

683 Atlantic Avenue

Boston, Mass.

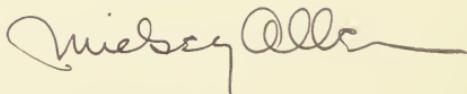
Dear Sir;

With respect to our recent telephone conversation about the forthcoming craft complex, we would care to have any additional literature available.

We are craftsmen in precious metals; silversmithing; art metal and jewellery, and as such apply for consideration as a business within this complex.

We love our work;

Sincerely,



Mickey Allen



# Truc

**International Incorporated** / 40 Brattle Street / Cambridge, Massachusetts 02138  
Telephone: 617-876-8621

November 12, 1970

Roger S. Dashow  
Codman Co.  
683 Atlantic Ave.  
Boston, Mass. 02111

Dear Mr. Dashow:

Our company is interested in participating in the Faneuil Hall Project. We hope you will let us know when plans are further advanced.

In particular we think the Soap Box would be ideal for the location and are enclosing a catalog.

Best regards,  
TRUC International, Inc.

  
Cyrus I. Harvey, Jr.





26 TEMPLE PLACE BOSTON, MASSACHUSETTS 02111 AREA CODE 617 426-4560



FRANKLIN WYMAN, JR.  
PRESIDENT AND TREASURER

November 13, 1970

Mr. Rodger Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Dashow:

I enjoyed speaking with you about the proposed renovation of the Faneuil Hall Markets. I am interested in the proposal and would be very interested in operating a Bailey's Store in the renovated building.

As you know, Bailey's has been established in Boston since 1873. We manufacture and sell confectioners and ice cream products through six old fashioned ice cream parlors in the greater Boston area. We feel we would make a valuable contribution to the overall project.

Please keep me informed of the progress of the project.

Thank you.

Very truly yours,

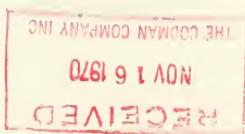
BATLEY'S OF BOSTON, INC.

Franklin Wyman, Jr.  
President

FW:cfc



HOME MADE CANDIES, ICE CREAMS AND SAUCES SINCE 1873



November 16, 1970

Mr. E. Denis Walsh  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Walsh:

I enjoyed talking with you about the proposed renovation of the Faneuil Hall Markets.

We are impressed with the concept you intend to develop and would be very interested in operating a cinema in the project along the lines of our present Orson Welles Cinema in Cambridge.

We feel that we will benefit greatly from the pedestrian traffic in that area and that we can offer a selection of fine films to the public. As you probably know, the Orson Welles has, in the past year and a half, earned the enthusiastic approbation of most of the critics in the Boston area and many from across the country. We would like to be able to extend this kind of programming to Boston moviegoers as well as to those from Cambridge.

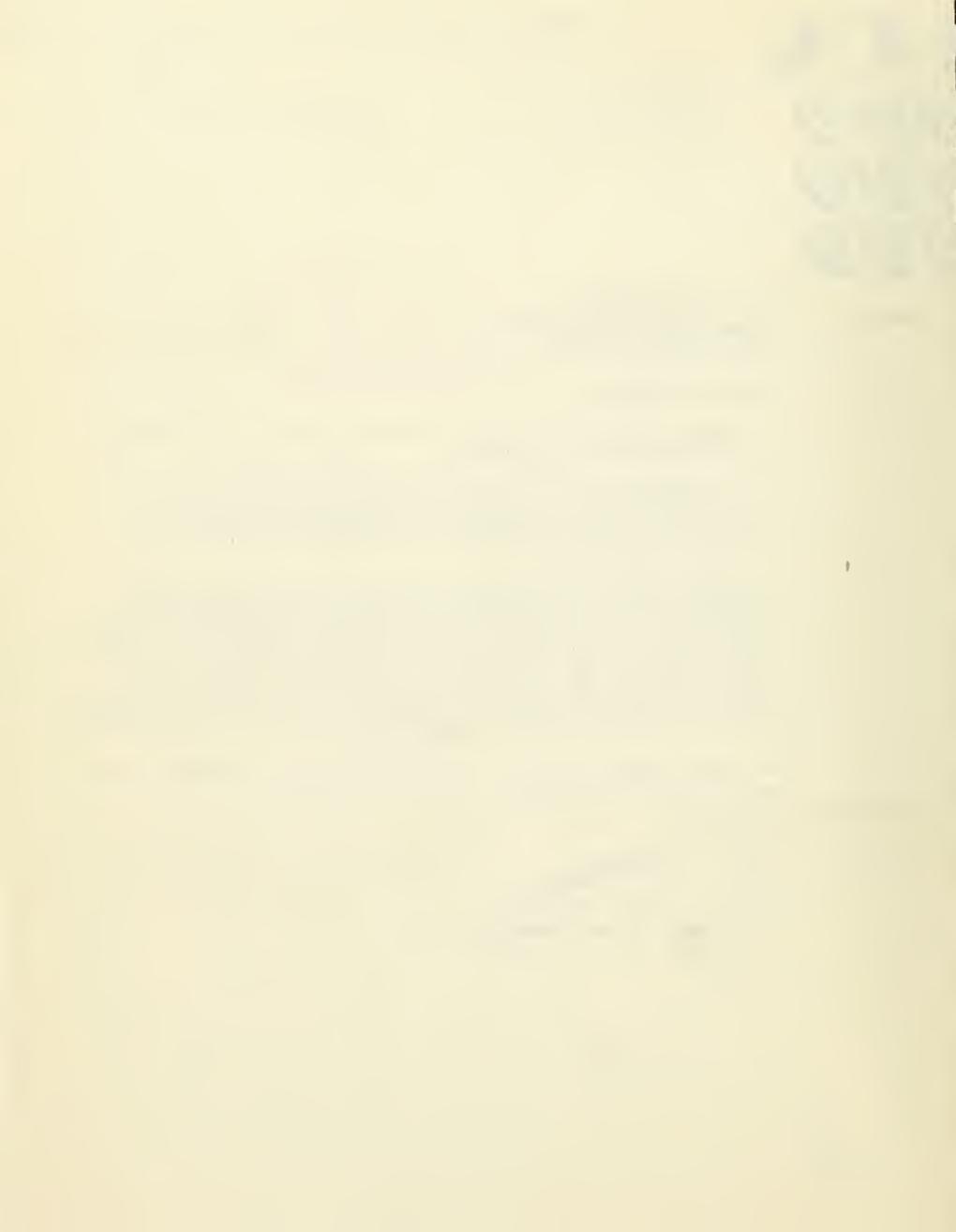
We would appreciate it if you would keep us informed of the progress of the project.

Sincerely,



Dean L. Gitter, President  
University Cinema Associates, Inc.

DLG:hh



# white Hen Pantry

A DIVISION OF JEWEL COMPANIES, INC.

30 MILL STREET

• ARLINGTON, MASSACHUSETTS 02174

• PHONE (617) 643-9304



November 19th, 1970

Mr. Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

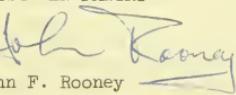
Dear Mr. Dashow:

I enjoyed speaking with you about the proposed renovation of the Faneuil Hall Markets. I am impressed with the concept and would be interested in operating one of our convenience food stores in the project.

Please keep me informed on the progress of the project.

Very truly yours,

WHITE HEN PANTRY

  
John F. Rooney  
Manager Store Development

JFR/lc





285 Newbury Street · Boston, Massachusetts 02115 · Telephone: 262-0132

November 3, 1970

Mr. Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Ave.  
Boston, Massachusetts 02111

Dear Mr. Dashow:

Thank you for stopping by last week to tell me about the Faneuil Hall Project. It sounds like a great idea and the sort of project that would be very interesting to us.

It is wonderful to see people interested in working within this historic area of Boston and not just tearing it down. Your idea of providing relatively small spaces for shops such as our candle shop definitely appeals to me. Most shopping areas we have looked into provided too much area for us to afford. I certainly hope that your plans for the area are accepted and that we might be considered for space in the Faneuil Hall Project.

Sincerely,

Donald F. Holm  
Donald F. Holm





# erewhon trading company inc.

traditional foods  
importers • processors • distributors

33 farnsworth street • boston, mass. 02210  
(617) 542-1358 • cable: erewhon

10/30/70

Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Mass. 02111

Dear Mr. Dashow:

Thank you for informing us about your proposed development, Faneuil Hall Market. As you know we operate New England's largest natural food store. We are currently looking for new locations in which to locate retail stores, and would require approximately 3,000 square feet.

I am familiar with Ghiradelli Square in San Francisco, and find this type of development to be highly suited to our needs. Our image centers around rich textures and a natural old-world country store beauty. If, as you say Faneuil Hall will present an image similar to Ghiradelli Square, I am interested in becoming a part of this development. Please keep us informed of developments, and send any information as soon as it is available. We are now formulating our plans for future expansion, so your prompt attention will be appreciated.

Thanking you in advance, we remain.

Sincerely yours,

EREWHON TRADING COMPANY, INC.

R. W. Hillyard  
Ex. Vice President

RWH/sk

and the U.S. government's role in the development of the U.S. health care system. The article concludes with a discussion of the implications of the findings for the future of health care in the United States.

**Keywords:** health care system, history, United States, government, politics, policy

**Abstract:** The article traces the development of the U.S. health care system from the 1930s to the 1960s, focusing on the role of the U.S. government in the process. It argues that the U.S. government's role in the development of the U.S. health care system has been underappreciated in the literature.

**Keywords:** health care system, history, United States, government, politics, policy

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**Keywords:** health care system, history, United States, government, politics, policy

23 October 1970

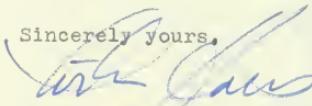
Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Ave.  
Boston, Mass.  
02111

Dear Rodger:

The project in the South Market Street Development sounds conceptually interesting enough, but only if the rents are reasonable. Like all things of this sort, it only becomes feasable if one can afford the space.

I hope that the consideration when renting is in terms of developing an interesting and viable situation, rather than chasing for any amount that the market will hear.

Sincerely yours,

  
Portia Marcus

PH/eh



C. H. COFFING CO. INC.

October 24, 1970

Mr. Rodger S. Dashow  
The Codman Comp., Inc.  
683 Atlantic, Ave.  
Boston, Mass. 02111

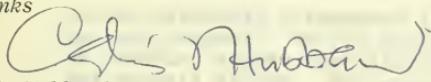
Dear Rodger:

I think the Faneuil Project sounds fasinating and should be an attractive and central focus in that area.

It would be the sort of environment we would feel very at home in as a shop and as there are many young people working and living down around there, it would undoubtedly be a new exposure for our things.

Keep me posted on further developments.

Thanks

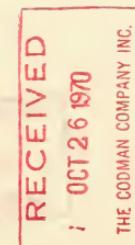
  
Celia Hubbard  
CH/lh

the boston group inc. 161 newbury  
**street,\* boston, massachusetts, 02116**, 536-5862, celia t. hubbard, director

\*

New Address 154 Newbury St.





# C & S CLOTHING CO., INC.

485 MASSACHUSETTS AVENUE • CAMBRIDGE, MASSACHUSETTS 02139 • TELEPHONE (617) 492-4350

October 21, 1970

Mr. Roger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts

Dear Mr. Dashow:

It was a pleasure to see your plans for the rehabilitation of the Faneuil Hall area.

We are extremely interested in pursuing the leasing of space in that project. As you well know, we are a growing chain of clothing stores specializing in the sale of both men's and women's slacks. We require about 2500 square feet of space.

The amount of traffic generated by the project should all but ensure our success. I look forward to hearing from you as the plans progress.

Very truly yours,  
C & S CLOTHING CO., INC.

*Stanley I. Berger*  
Stanley I. Berger  
President

SB/mmn



October 16, 1970

Mr. Roger Dashow  
The Codman Company  
683 Atlantic Avenue  
Boston, Mass. 02111

Re: Faneuil Hall Renewal Project

Dear Mr. Dashow:

I certainly enjoyed our recent discussion regarding the captioned project which, I understand, is being sponsored by the Boston Redevelopment Authority.

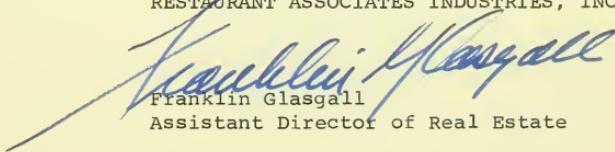
As you know, my company is quite active in the Boston area and would be interested in investigating with you further the possibility of our locating restaurants within the confines of this project.

As soon as the plans are formulated to a greater degree, I would appreciate your contacting me so that we may discuss it further.

Very truly yours,

RESTAURANT ASSOCIATES INDUSTRIES, INC.

fg/dl

  
Franklin Glasgall  
Assistant Director of Real Estate

100% Cotton

02510210

02510210

THE TOWNHOUSE  
EIGHTY-FOUR BEACON STREET  
BOSTON, MASSACHUSETTS 02108

November 19, 1970

Rodger S. Dashow  
The Codman Co., Inc.  
683 Atlantic Avenue  
Boston, Massachusetts

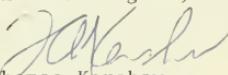
Dear Mr. Dashow,

Your concept of a, "Giardelli Square" in Boston is fantastic. We certainly want very much to be a part of this development.

We presently run the Town House in which we have three operations. The first is a traditional pub called, "Bull and Finch", complete with dart board and English beer. The second operation is the "Butcher Shop". We feature steaks which are selected from our butcher area and cooked to order. The third operation is a cocktail lounge. In addition we do a substantial amount of in house catering in our function rooms.

We would like to be kept up to date on the progress of this project so that we may begin discussions of our leasing space in it.

Thank you again,

  
Thomas Kershaw  
President



# & AMBERSAND GIFTS

BOOKS - POSTERS - CANDIES - JEWELRY

167 TREMONT STREET

BOSTON, MASS. 02111

617 - 338-7583

November 23, 1970

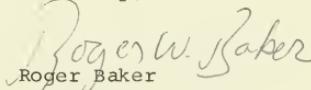
Mr. Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Dashow:

We were most interested in hearing of the Faneuil Hall Markets restoration project and would have definite interest in locating one of our boutique-type gift shops in this development. We specialize in quality gift and clothing and would need a store on three levels, with 20 feet plus of frontage.

Please do keep us posted on your progress, and we look forward to receiving more information regarding our leasing space in this project.

Cordially,

  
Roger W. Baker  
Roger Baker

RB:jjc





# Pewter Pot MANAGEMENT CORPORATION

211 MIDDLESEX TURNPIKE ■ BURLINGTON, MASS. 01803 ■ Tel. 272-6360

October 19, 1970

Mr. Rodger S. Dashow  
Commercial Department  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

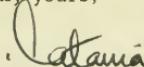
Dear Mr. Dashow:

Thank you for bringing to our attention the proposed renovation of the Faneuil Hall Market. We are interested in being a part of this exciting development.

As you know, Pewter Pot is a growing chain of coffee shops in the early American tradition with colonial exterior and interior that has become well known throughout greater Boston in twenty-five locations, three of which are in down town Boston. We would require 2500 to 3000 square feet.

We would appreciate hearing from you as the project develops so that we may pursue further details such as placement in the project, etc.

Very truly yours,

  
Vincent Catania  
President

VJC:p





**BOWL &  
BOARD**

**WOOD PRODUCTS**

1063 MASS. AVE.  
CAMBRIDGE, MASS.

133 CHARLES ST.  
BOSTON, MASS.

140 NORTH ST.  
HINGHAM, MASS.



November 9, 1970

Mr. Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Dashow:

I would like to thank you for bringing to our attention the proposed renovation of Faneuil Hall Markets. We are impressed with your proposal and are interested in locating one of our stores within the renovated building.

As you know, we presently operate several Bowl & Board stores in the Boston area, offering fine and imaginative wood products and decorative accessories, and feel that the pedestrian traffic in that area will be of great benefit to us as will the other establishments to which you plan to lease space.

Please keep me informed on your progress with the project.  
Thank you.

Very truly yours,

*William Giarrusso*

William Giarrusso



# Europa Hair, inc.

665 atlantic avenue  
boston, massachusetts 02111  
617-426-9692

November 13, 1970

Mr. Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts

Dear Mr. Dashow,

Thank you for bringing to our attention your plans for the rehabilitation of the Faneuil Hall Market area. From what you have shown me it seems like the type of project which we would be interested in locating one of our stores within.

We would appreciate your letting us know how your plans are progressing.

Sincerely,

*Robert Y. Greenberg*  
Robert Y. Greenberg  
President



# b

*paperback  
booksmith*

November 16, 1970

*general offices:*  
71 amory st., roxbury, mass. 02119  
427-4800

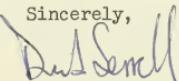
Mr. Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Dashow:

I would like to thank you for bringing to my attention the proposed renovation of the Faneuil Hall Markets. I am very much impressed with the concept and believe that Paperback Booksmith would be a welcome addition to the project.

As you know, we presently operate a number of bookstores in the Boston-Cambridge area and have been quite successful. I would appreciate your keeping me informed on the progress of the project.

Sincerely,

  
David Serrell  
Vice President

RDS/sbs

*bookstores:*

352 boylston st., boston, mass.  
37a brattle st., cambridge, mass.  
dedham mall, route 1, dedham, mass.  
gate city mall, everett tpk., nashua, n.h.

751 boylston st., boston, mass.  
279 harvard st., brookline, mass.  
30 west 8th st., n.y., n.y.  
cape cod mall, route 132, hyannis, mass.

305 huntington ave., boston, mass.  
natick mall, route 9, natick, mass.  
new london mall, new london, conn.  
bedford mall, bedford, n.h.



The Codman Company, Inc.  
The Commercial Department  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Sirs,

Cambridge Coffee Tea & Spice House, a retailer of gourmet food and multi-item giftware line, is interested in leasing space from you in your location at

## Faneuil Hall Markets

Our space requirements range from a minimum of 1800 sq. ft. to a maximum of 2400 sq. ft.

I have enclosed some photos of our stores, to give you an idea of the product lines that we carry and the general look of the store. The store in these pictures contains approximately \$35,000 of shelving and equipment. This figure does not include another \$10,000 or so that we will invest in lease hold improvements.

In the following paragraphs, I will attempt to describe in words what Cambridge Coffee Tea & Spice House really is.

NICE THINGS TO EAT, USE, FEEL, PICK UP, PUT THINGS IN, SIT ON, LOOK AT, GIVE AWAY TO PEOPLE, OR KEEP.

Our original store opened in Cambridge, Massachusetts, a few short years ago and sold coffee, tea, spice and gourmet food. Today, the Spice House sells a ~~potpourri~~ of merchandise. Our original concept of catering to the everyday needs of todays woman can be found in our kitchen gadgets, gourmet cookware, gourmet foods, from every part of the world, imported cheeses, spices, coffee, many blends of tea, pickles and olives in barrels, jewelry, clocks, penny candy, incidental furniture, toys, candles, place mats and napkins, sour dough bread and many, many incidental etceteras.



The Cambridge Coffee Tea & Spice House is now a public corporation, with a network of its own retail stores, franchise stores, and a world wide buying organization with agents in over sixty countries, and also a mail order sales division. Our name has become synonymous with quality and good taste at a price that is within reach of everyone.

You will also find enclosed a copy of our franchise brochure, as this is becoming our principal source of business, and will remain so for many years. The way the franchise arrangements are set up has allowed them to be within the reach of 25% of our population. Our franchise stores are currently prospering, and if you are interested in seeing one of our existing stores, I suggest that you visit the store at the Cape Cod Mall, Route 132, Hyannis, Massachusetts, or the store located at 200 Boylston Street, Newton, which are excellent examples of the looks of our future stores.

We are currently going into the Worcester Mall, Worcester, Massachusetts and the Government Center, Boston, Massachusetts. Our company financially is looking forward to large profits this year and currently has total assets in excess of \$500,000.00. Credit references may be checked with the NewEngland Merchants National Bank, Boston, Massachusetts. Our contact at that bank is Mr. Edward Lenk.

We feel that we have a lot to offer in any location we go into, as our stores are very esthetically beautiful and have much mass appeal. Our new advertising program will put our name in front of many millions more people who are not now familiar with Cambridge Coffee Tea & Spice House. We feel that in your location we could do a minimum volume of up to \$250,000.00, with a potential of \$350,000.00.

Please call me collect at Area Code [617] -242-1001, or write to me at the above address, so that we may discuss this matter further.

Yours truly,  
*Mitchell Azar*  
Mitchell Azar, President  
*Gerald J. Sprinsky*  
Gerald J. Sprinsky, Controller





RT. 41 HOUSATONIC, MASS. 01236  
TEL. 413 - 274-6259

84 CHESTNUT STREET  
BOSTON, MASS. 02108  
TEL. 617 - 742-7876

November 13, 1970

Mr. Rodger Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Dashow:

It was a pleasure speaking with you about the North and South Market Street restoration project. I would be quite interested in locating my store there. My requirements would be 1,000 square feet, more or less.

Please keep me posted on this project so that we may get together as early as possible to discuss leasing arrangements.

Very truly yours,

*Richard Bennett*  
Richard Bennett

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# The Half Shell

November 9, 1970

Mr. Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Dashow:

We are quite interested in the concept you have expressed to us for the renovation of Faneuil Hall Markets. We would be interested in putting a Half Shell Restaurant in that area.

As you know from our Boylston Street location, we are a traditionally New England seafood restaurant and bar. Needless to say, a liquor license would be imperative.

I look forward to discussing the matter with you further when the final figures and plans are complete.

Very truly yours,

Barry Hoffman



# LENNIE'S

on-the-turnpike, inc.

U. S. ROUTE 1, WEST PEABODY, MASS.



DIAL: CLUB 617-535-9806  
RES. 617-631-2447  
OFFICE 617-631-3291

*A Room for Listeners and Players of Jazz*

PRESIDENT & TREASURER

LEONARD M. SOGOLOFF

SECRETARY

BARBARA A. SOGOLOFF

DIRECTORS

ROSE SOGOLOFF

MARIE PAGNANO

11/11/70

Mr. Stephan Glass  
c/o Codman Real Estate  
683 Atlantic Ave.  
Boston, Ma

Dear Steve,

Just a note to extend further my interest in the FANEUIL HALL PLAN.

The discussion fascinated me and I would like to learn more about the proposal when details are available.

The suggestion of a "LENNIE'S" in Boston would seem appropriate since it's been a constant refrain from



# LENNE'S

on-the-turnpike, inc.  
U. S. ROUTE 1, WEST PEABODY, MASS.



DIAL: CLUB 617-535-9806  
RES. 617-631-2447  
OFFICE 617-631-3291

*A Room for Listeners and Players of Jazz*

PRESIDENT & TREASURER  
LEONARD M. SOGOLOFF

SECRETARY  
BARBARA A. SOGOLOFF

DIRECTORS  
ROSE SOGOLOFF  
MARIE PAGNANO

our patrons since we started  
some talent policy in 1963

Best personal regards  
*Leannie Sogoloff*





October 23, 1970

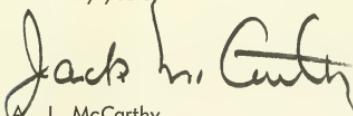
Mr. Roger Dashow  
Codman Company  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Roger:

Re: Faneuil Renewal Project

I was delighted to hear of Codman's plans to be the developer of this parcel. I think the area is an excellent one and look forward to discussing leasing arrangements for a Brigham's sandwich shop within this area when costs and architectural designs have been finalized.

Sincerely yours,



A. J. McCarthy  
Real Estate Department

AJMcC/ss





October 21, 1970

Mr. Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Dashow:

I would like to thank you for bringing to our attention the proposed renovation of Faneuil Hall Markets.

Needless to say, I am extremely impressed with your proposal and have a very strong interest in operating Bath & Closet Boutique within the project area. I feel that the blending of the old and the new will lead to an extremely successful operation for me.

I would be most interested in hearing from you as soon as final negotiations are completed.

Sincerely yours,

*Billie Brenner*  
Billie Brenner  
President

RSD/mr



110 Newbury Street, Boston, Massachusetts 02116 Tel. (617) 287-6564



Mr. Rodger S. Dashow  
The Codman Company, Inc.  
683 Atlantic Avenue  
Boston, Massachusetts 02111

Dear Mr. Dashow:

I enjoyed speaking with you regarding the Faneuil Hall Markets project. It sounds like something the City has needed for a long time, and I would very much like to be a part of it.

As you know, I am "America's Finest and Best (Known) Leathercraftsman," specializing in leathergoods such as moccasins, vests and boots.

I would be interested in your keeping me informed as to the project's progress.

*Sincerely yours,*  
*Walter Dyer* ...<sup>2</sup>



DECOR INTERNATIONAL *inc.*

112 NEWBURY STREET — BOSTON, MASS. 02116

TEL. CONGRESS 2-1529

EMANUEL BALKIN  
President

Oct. 23

Re: to the Codman Co. — re: to: Mr. Danholt

Pursuant to our talk the other day I would like to tell you that I would be interested in collaborating with you further the possibilities of the proposed shopping area in the market redevelopment.

We are mainly importers of handwoven rugs and other folk art, but with interest since I would greatly expand our collection of American folk art's work in ceramics, jewelry, and other wavings.

Please keep me informed of the developments on this.

Yours very truly,  
Emanuel Balkin  
Emanuel Balkin





## NEW ENGLAND MERCHANTS NATIONAL BANK

November 18, 1970

Mr. Edward F. Barry, Jr.  
The Codman Company, Inc.  
40 Charles Street  
Boston, Massachusetts 02114

Dear Mr. Barry:

Dick Driscoll has asked me to respond to your letter concerning the development of the Faneuil Hall Market area.

From your description of the project, it would appear that a project of this magnitude might be of interest to us for a prospective branch location.

We would be interested in any further details you may have. Thank you for considering us.

Sincerely,

*Richard J. Condon*  
Richard J. Condon  
Assistant Cashier

RJC:mec





COMPREHENSIVE HEALTH  
PLANNING

*The Commonwealth of Massachusetts  
Executive Office for Administration and Finance  
Office of Planning and Program Coordination  
Leverett Saltonstall Building, Room 909*

AREA CODE 617  
727-4167

*100 Cambridge Street,*

*Boston 02202*

November 4, 1970

Mr. Roger Webb  
Architectural Heritage  
Faneuil Hall Market  
Boston 02109

Dear Mr. Webb:

I was delighted to hear of your interest in developing day care facilities in the Faneuil Hall area. Federal funds are available for the operating budget for such programs, for low-income people, and middle class mothers purchase such services for themselves. In addition, private industry is beginning to show some interest in a partial subsidization.

Since the Telephone Company is near the area, it might be helpful for you to contact Mr. Robert Saloman to see whether your ideas might fit into plans which they may have.

As we discussed on the telephone, you would need some other organization to assume the ongoing responsibility for operating the program. I feel very confident that either Associated Day Care Services of Metropolitan Boston, Inc., which is the day care planning arm of United Community Services, or Action for Boston Community Development, which is our anti-poverty agency, or preferably both, would be very happy to help to develop a non-profit board to operate the program. As I told you, my office will be very glad to assist in any way we can.

Sincerely yours,

*Gwen G. Morgan*

Gwen G. Morgan  
Day Care Coordinator

7371 023

Waterfront F213L  
Faneuil Hall Markets Landmark  
Corporation.  
Letter on interest: Faneuil  
Hall Markets.

DATE

ISSUED TO





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